



TEXAS
Department of Family
and Protective Services

Prevention and Early Intervention

**Fiscal Year 2022
Business Plan**

October 2021

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Introduction

The Prevention and Early Intervention (PEI) Division of the Department of Family and Protective Services (DFPS) published the following business plan to set forth the goals and strategies of PEI's second five-year strategic plan, adopted in September 2021. The Fiscal Year 2022 business plan highlights the major initiatives PEI will implement during the upcoming fiscal year.

In May, PEI leadership convened an internal workgroup comprised of representatives from each of the seven teams within PEI – Early Childhood, Youth and Family, Research and Safety, Grant Management, Operations, Policy and Prevention Strategies and Division Wide Leadership. This workgroup met to create a transparent, division-wide plan of action that connects PEI's initiatives for Fiscal Year 2022 to its new five-year strategic plan and goals.

The Fiscal Year 2022 business plan builds on the work from Fiscal Year 2021 to outline PEI's continuing efforts to formalize and improve its existing infrastructure, ensure data-driven quality improvement efforts and expand the reach and efficacy of successful prevention projects. Through these efforts, PEI promotes positive outcomes for children, youth, families and communities.

PEI delivers its work through grants and contracts with community-based providers. Part of this community-based approach requires that the work is designed specifically for and owned by each individual community.

Through the major initiatives outlined below, PEI will continue to make a positive difference in the lives of Texas children and families through prevention programs and services designed to improve parenting skills, strengthen family relationships, build resiliency and promote community-driven efforts to make systemic improvements in the environments where children, youth and families live, learn, work and play.

Program Overview and Scope

PEI's work focuses on building strong and healthy children, youth and families through providing early intervention or preventing behaviors that lead to childhood adversities and promoting skills and strengths that keep families out of crisis. To ensure PEI operates as a cohesive unit, the Division adheres to the following mission, vision and values statements. Each complements PEI's [2022-2026 five-year strategic plan](#), the subsequent years' work towards strategic plan goals, and aligns PEI's upstream work as a crucial component of promoting positive outcomes for children, youth and families and create thriving communities.

Mission

PEI helps create opportunities for children, youth and families to be strong and healthy by funding community-level, evidence-informed programs and systems of support upstream from crisis and intensive interventions.

Vision

PEI envisions a Texas where all children thrive in their families and communities through a supported network of safe, stable and secure relationships.

Values

The following shared set of values unite and guide PEI's staff:

- We create a culture of honesty and ethics.
- We embrace each other's diverse strengths and perspectives.
- We provide friendly customer service to both internal and external stakeholders.
- We are our best as a team. We support one another and resolve conflict through constructive means.
- We value humility and being of service.
- We work hard to get the job done well.

- We put ourselves in others' shoes.
- We pursue growth and learning.

Charge of PEI

The Texas Family Code charges PEI with the following responsibilities:

- Plan, develop and administer a comprehensive and unified delivery system of prevention and early intervention services to children and their families in at-risk situations.
- Improve the responsiveness of services for at-risk children and their families by facilitating greater coordination and flexibility in the use of funds by state and local service providers.
- Provide greater accountability for prevention and early intervention services in order to demonstrate the impact or public benefit of a program by adopting outcome measures.
- Assist local communities in the coordination and development of prevention and early intervention services in order to maximize federal, state and local resources.

PEI's 2022-2026 Five-Year Strategic Plan

In Fiscal Year 2022, PEI published its second [five-year strategic plan for Fiscal Years 2022-2026](#). This plan was shaped by input from PEI's parent partners, community stakeholders, researchers, advocates and staff. As exemplified by PEI becoming a stand-alone division of DFPS in 2014, this strategic plan continues to reflect DFPS's shift to including a public health approach aimed at strengthening families.

The plan includes seven high-level objectives with strategies to make measurable progress on each objective over the next five years. These objectives and strategies are intentionally broadly stated to allow for continued partnership and collaboration to meet the needs of Texas communities over the next five years. The order of the objectives is not intended to represent any perceived rank of importance, and they should be viewed as an array of strategic actions.

Strategic Plan Objectives

At the end of Fiscal Year 2021, PEI released its fifth and final progress report regarding the implementation efforts of its 2017-2021 five-year strategic plan. In that report, PEI summarized the progress made during the final year of the plan. During Fiscal Year 2021 PEI created the five-year strategic plan for Fiscal Years 2022 -2026 and published this plan at the start of Fiscal Year 2022. Within this plan, PEI details the following seven objectives and strategies designed to support families and communities to create and provide a safe and nurturing environment for Texas children:

1. **Objective: Incorporate Parent and Youth Voice.** PEI will continue to incorporate lived experience as crucial components of PEI's existing and future initiatives and overall prevention strategy.
2. **Objective: Maximize Investments in Prevention.** PEI seeks to maximize the impact of current investments and seek additional resources to serve more children, youth, and families while strengthening communities.
3. **Objective: Utilize Research to Inform the Most Effective Prevention Strategies.** PEI will continue to utilize research and data to inform decision making on prevention programs and practices.
4. **Objective: Utilize a Public-Health Framework to Bring Precision to Prevention Efforts.** PEI will support prevention efforts that strengthen all families in Texas communities using a public-health framework and a two-generation approach.
5. **Objective: Promote Equitable Access for all Texas Children and their Families.** PEI promotes equitable access to our community-based prevention programs.
6. **Objective: Address the Root Causes of Family Vulnerability.** PEI promotes state and community-driven efforts to address the root causes of family vulnerability and make systemic improvements.
7. **Objective: Support Effective Cross-Sector, State-to-Local, and Faith-Based Collaborations.** PEI will collaborate across DFPS divisions and with partners across the state working with similar populations to promote a flexible, proactive, and integrated service delivery systems to keep families together, children safely at home, and reduce child welfare involvement.

Over the next five years PEI will produce an annual report highlighting progress made toward each objective in the strategic plan and will convene town hall meetings and think tanks to build out the strategies for annually advancing each objective.

Program Operations

The program operations section provides an overview of PEI’s seven functional teams and highlights the initiatives PEI will focus on to advance the Fiscal Year 2022 priorities.

PEI Teams

PEI’s 69 full-time employees (FTEs) are organized in seven functional teams and are collectively responsible for:

- Administering voluntary programs for families and youth.
- Promoting safe, stable and nurturing family environments through public awareness and education.
- Fostering systemic changes through community collaborations that benefit children, youth and families.

FTE Allocation by Team	FTEs
Early Childhood Programs	9
Youth and Family Programs	8
Operations	4
Grant Management	26
Policy and Prevention Strategies	8
Research and Safety	10
Special Projects	2
Division-wide Leadership	2
Total FTEs	69

Grant Management

The Grant Management team serves as the primary focal point for planning, developing, awarding and managing all grants for the PEI Division. The team, consisting of 26 FTEs and led by the Director of PEI Grant Management, manages and monitors 155 grants. Most of these grants are sub-recipient, complex, cost reimbursement or fee for service grants. The team also manages all other contracts that provide support services to PEI and its grantees.

Responsibilities of the Grant Management team consist of developing solicitation documents, reviewing contract and grant budgets and awarding new contracts and grants, drafting grants, contracts and amendment documents and managing assigned grants and contracts throughout the grant or contract lifecycle, which includes assessing risk, monitoring, ensuring receipt of all deliverables, approving and processing invoices accurately and timely, and closeout.

Staff endeavor to manage grants and contracts with the greatest degree of consistency, accountability and cost-effectiveness possible to ensure that service delivery meets participant needs and the requirements of the selected program. While supporting the mission of PEI, staff are committed to promoting best practices and complying with state statutes and federal regulations.

The Grant Management team consists of five major teams. Four of the teams are based on the contract lifecycle and reflects their ongoing role in overseeing contract management and bill processing. The teams are: solicitation and policy, contract management, contract technician, and monitoring. The fifth team, Fiscal Oversight, works in conjunction with the other teams to

maintain accurate grant and contract budgets, track expenditures and make projections on the utilization of PEI's appropriated funds.

Solicitation and Policy Team:

This team consists of one manager, one team lead and one contract manager responsible for all solicitation activities, from review and approval of the statement of work to final execution of grants and contracts. These staff enter requisitions to begin the process of purchasing services, or awarding grants. The Solicitation and Policy team regularly liaises with Health and Human Services Procurement and Contracting Services, DFPS Contracts Legal and DFPS Contract Oversight and Support to ensure effective and efficient processes throughout the grant or contract lifecycle. Additionally, this team stays abreast of any changes to state, federal or agency requirements and updates policies and procedures.

Contract Management Team:

This team has one manager and 10 contract managers. Staff assigned to this team manage the day-to-day activities involved in managing PEI's grants and contracts, including the second level approval for payment of invoices. In addition to ensuring that all policy requirements implemented by Contract Oversight and Support are adhered to, this team completes all risk assessment documents which help to determine risk rankings.

Fiscal Oversight Team:

Fiscal oversight staff function as liaisons with the DFPS budget and procurement departments to provide information and guidance regarding PEI's operating budget, billing and federal reporting. Staff report, update, forecast and track the activity of program budgets by evaluating expenditure data and make projections to ensure the maximization of PEI's state and federal funds.

Contract Technician Team:

This team has one manager and three contract technicians. Staff assigned to the contract technician team create all new grant or contract records in IMPACT, create budget documents used by grantees or contractors, manage timely payments to grantees and contractors, and are heavily involved with resolution of background check issues.

Monitoring Team:

This team has one manager and three contract monitors. Staff assigned to the monitoring team develop monitoring tools and techniques, conduct monitoring through on-site and desk reviews and issue monitoring reports on selected grants or contracts each year. This team reviews Single Audit findings and prepares appropriate responses to proposed corrective action plans.

Early Childhood

PEI's Early Childhood team guides and supports program implementation for early childhood services and serves as a resource for prevention efforts across the state. The team of nine FTEs (division administrator, program specialist team lead and seven program specialists) support the Helping through Intervention and Prevention (HIP), Texas Home Visiting (THV), Texas Nurse-Family Partnership (TNFP) and Healthy Outcomes through Prevention and Early Support (HOPES) programs across the state.. Using various evidence-based home visiting models and parenting supports, these programs promote family stability, child well-being and early learning in families during the prenatal period and with children through the age of five.

The Early Childhood team is responsible for developing programs through grant opportunities, providing programmatic oversight through program monitoring and providing implementation expertise using a data-informed and subject matter expertise approach.

Youth and Family

PEI's Youth and Family team focuses on implementing a full continuum of prevention services, supporting programs and serving as a resource for prevention efforts across the state. The team of eight FTEs (division administrator, a program specialist team lead and six program specialists) support the Service Members, Veterans and Families (SMVF); Family and Youth Success (FAYS); Community Youth Development (CYD); Statewide Youth Services Network (SYSN) and Fatherhood EFFECT programs. These programs serve youth and parents with children through the age of 17 with the intent to improve safety, increase protective factors and reduce juvenile delinquency through providing services such as family and individual counseling and coaching, parent education and support services for military families, youth life skills classes, youth leadership development, mentoring and other out-of-school-time programming in communities around Texas.

The Youth and Family team is responsible for developing programs through grant opportunities, providing programmatic oversight through continuous program monitoring and providing implementation expertise using a data-informed and subject matter expertise approach.

Research and Safety

PEI's Research and Safety team consists of two teams, Research and Evaluation and the Office of Child Safety, led by PEI's Director of Research and Safety. The Office of Child Safety team of three FTEs is comprised of one team lead and two child safety analysts. The Research and Evaluation team of five FTEs is comprised of a research and evaluation division administrator, a research and outcomes lead, two performance and evaluation specialists and one continuous quality improvement specialist.

Both teams analyze data and apply strong critical thinking skills, attention to detail, a high level of expertise and the ability to synthesize in-depth, complex information. Subject-matter

expertise varies across the units with the Office of Child Safety focused on child fatality and near-fatality cases across the State of Texas and Research and Evaluation focused on PEI's prevention programs.

Office of Child Safety

The Office and Child Safety team independently analyzes individual child abuse and neglect fatalities, near fatalities and serious injuries that are investigated by DFPS or occur while the child is involved with DFPS. This team assesses root causes, through analyzing trends in child abuse and neglect fatalities and near fatalities, to provide guidance on the most effective prevention methods as well as improvements in child welfare and prevention practices.

In an effort to support positive changes in policy and practice to reduce child abuse and neglect fatalities and near fatalities, the analysts participate in local, statutorily required child fatality review teams; conduct trainings and case reviews for internal and external stakeholders; serve as subject matter experts related to child fatality and near-fatality data within DFPS; and participate in community-based prevention efforts. The analysts further provide advanced consultative assistance to agency staff and local stakeholders, government agencies and community organizations to assist in providing awareness and prevention of child maltreatment fatalities and near fatalities.

The team produces reports for DFPS leadership and external stakeholders, including releasable reports when a child's death is caused by abuse or neglect and the child or family was involved in an open case with DFPS. These reports, and the annual child fatality report, meet the federal and state mandated data and outcomes reporting requirements, sustain internal and external efforts to address risk factors associated with child maltreatment and support ongoing community work to nurture resiliency and reach positive outcomes for children across Texas.

Research and Evaluation

The Research and Evaluation team manages PEI's information technology projects, data management, data quality assurance, continuous quality improvement efforts, internal research and evaluation, internal program evaluation and oversight of third-party research and evaluation contracts. Key projects include the Prevention and Early Intervention Reporting System (PEIRS), PEI's data system of record; continuous quality improvement oversight and technical assistance; facilitation of the Research Roundtable; and federal and state mandated data and outcomes reporting.

Policy and Prevention Strategies

The Policy and Prevention Strategies team supports the work of the PEI division and are responsible for: providing training opportunities for PEI staff, grantees, and stakeholders; analyzing the impact of state and federal legislation on prevention programming in Texas; aligning internal policies with state and federal statutory changes; overseeing PEI's current federal grants and exploring for additional grant opportunities for PEI; developing statewide

communication strategies for PEI and promoting public awareness initiatives; upkeep of PEI's parenting tips website, the content on the prevention pages on DFPS's website, and our social media platforms; and managing projects designed to enhance and expand PEI's prevention strategies. The team is comprised of 8 FTEs, including (a division administrator, two training specialists, two policy specialists, two information specialists, and a prevention strategy specialist).

Training

The Training team identifies and creates training and technical assistance opportunities for PEI staff, grantees, and community members based on data and feedback collected from stakeholders and program teams. These trainings provide a variety of learning opportunities including face-to-face lectures, conferences, hands-on workshops, webinars and online self-paced courses. This team is also responsible for overseeing PEI's annual Partners in Prevention Conference.

State and Federal Policy

PEI Policy oversees and coordinates the overall planning, development, and implementation of PEI's legislative direction, goals and objectives both during the interim and each Texas legislative session. Additionally, PEI's Policy has oversight of internal and external legislative communication and provides technical guidance to PEI staff around state legislation. Simultaneously, PEI Policy monitors federal legislation, manages federal grants, explores opportunities for new grants, and work cross-divisionally in PEI to support federal legislation and grant implementation activities.

Communications

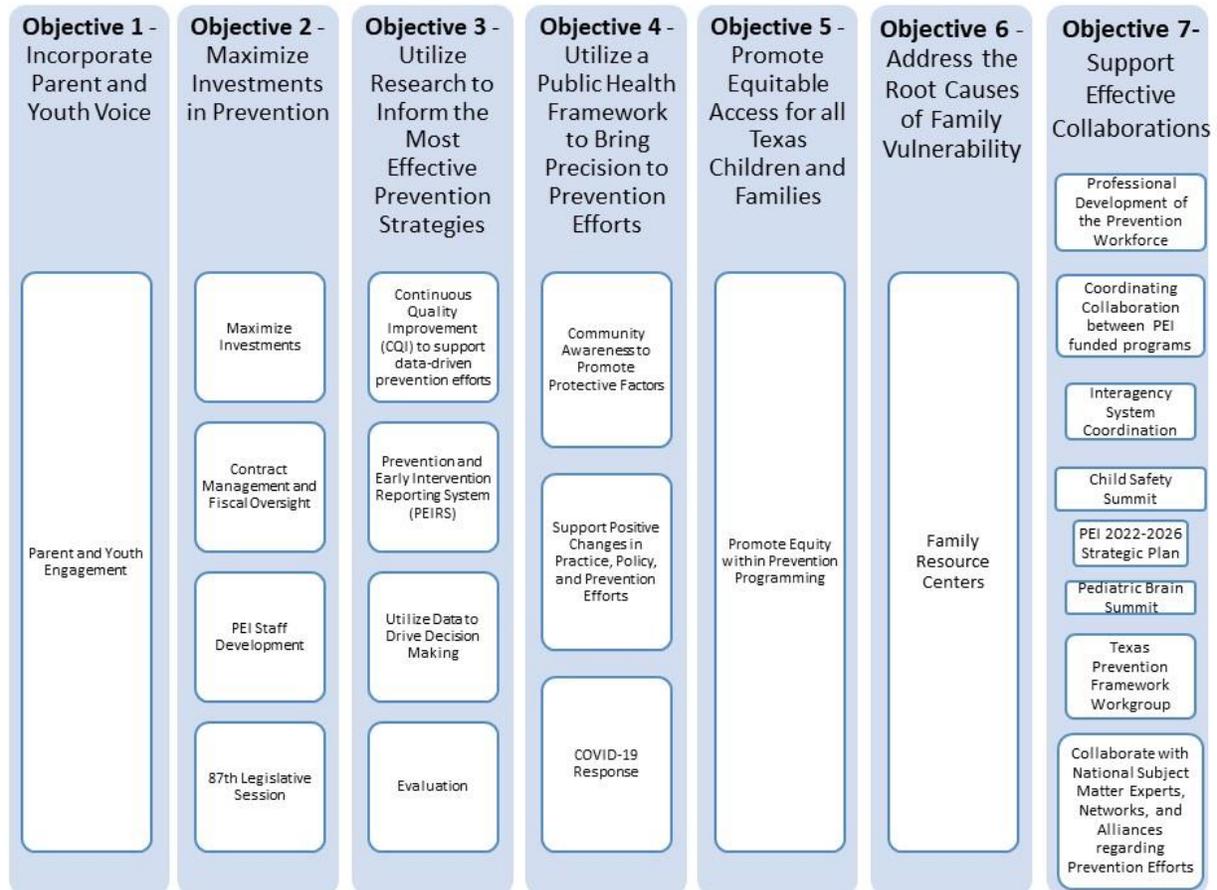
PEI Communications works with the DFPS Communications Team and external contractors to produce and distribute branded resources in campaigns aimed at promoting positive relational health between children and the adults in their lives that care for them. Campaigns focus on promoting positive outcomes for children, youth, families and communities and normalizing seeking help. Communications regularly connects with, and provide information to, PEI grantees, stakeholders and the Texas Prevention network through our array of weekly, bi-monthly and monthly electronic communications. The team also provides information directly to families through our parenting tips website, our annual parenting tips calendar and through social media platforms.

Prevention Strategy

The Prevention strategy specialist is responsible for planning, implementing, managing, and monitoring new and innovative opportunities designed to promote PEI's vision and mission and advance PEI's prevention strategies. Some of these projects include building partnerships with our Faith-based and community engagement team, promoting the community toolkit, and building on PEI's partnerships with parents to strengthen the work on PEI.

PEI Initiatives for Fiscal Year 2022

The following tables highlight the major initiatives PEI prioritized for Fiscal Year 2022 to continue moving the needle on achieving the goals in its five-year strategic plan. An accessible version is in [Appendix B](#).



Initiative	Description	PEI Lead	Outcome
Community Awareness to Promote Protective Factors	Curate innovative content with diverse topics for different age groups within the Get Parenting Tips website and PEI's social media platforms.	Policy and Prevention Strategies	Produce new articles, videos and social media content to share real parenting tips and increase the amount of visibility, views and engagement.
	Create awareness month toolkits with social media, articles, outreach options and website content.	Policy and Prevention Strategies; Office of Child Safety	Produce and track the distribution of four new tool kits.

Initiative	Description	PEI Lead	Outcome
	Approve and promote the new activity book and parenting tips calendar and make both available for online ordering.	Policy and Prevention Strategies	Track number of materials disseminated.
	Explore innovative ways to communicate about PEI and its available resources. Continuously develop relevant information to share monthly, bimonthly and weekly through newsletters and updates.	Policy and Prevention Strategies	Increase the number of subscribers to PEI newsletters and the utilization of PEI resources.
	Develop and promote public outreach campaigns utilizing a public health approach to reduce child fatalities and wide-scaled prevention messaging to address both child and adolescent safety.	Office of Child Safety	Provide resources and support to communities to increase childhood safety.
Support Positive Changes in Practice, Policy, and Prevention Efforts	Complete internal and external mandated reports containing a full analysis of findings from case reviews.	Office of Child Safety	Post the Annual Child Fatality and Near Fatality Report by March 1.
Maximize Investments	Report, update, forecast and track the activity of program budgets through evaluating expenditure data and making projections to ensure the maximization of PEI's state and federal funds.	Grant Management	Maintain a lapse of less than 1.5% and the general revenue will be less than 0.5% of general revenue appropriation.
	Communicate effectively with DFPS	Grant Management	Communicate FY22 budget issues and

Initiative	Description	PEI Lead	Outcome
	Budget Office, as well as the PEI Program and Contracts Team regarding expenditures to maximize the use of PEI resources and funds.		financial dashboard to the budget office on monthly basis; communicate YTD expenditures and projected lapse during cross team meetings.
	Manage MIECHV and CBCAP federal grants along with new supplemental ARPA federal grants	Policy and Prevention Strategies	Submit reports and applications in advance of the due date.
	Explore new funding opportunities.	Policy and Prevention Strategy	Submit applications for new funding opportunities.
	Project manage internal funding opportunities.	PEI Leadership	Manage new funding opportunities, successfully.
Contract Management and Fiscal Oversight	Evaluate and streamline the grant and contracting process for providers and strengthen its internal monitoring and fiscal oversight infrastructure.	Grant Management	Develop an efficient grant and contract monitoring and fiscal oversight infrastructure that ensures decisions maximize funding.
	Award grants and complete project plans for THV Communities.	Early Childhood; Solicitation and Policy	Execute grants timely.
	Develop and maintain a contracts dashboard to assist in PEI's quality assurance efforts.	Grant Management	Launch an efficient dashboard and demonstrate accuracy through quality assurance checks.
	Conduct all required monitorings; including joint site visits with provider staff.	Grant Management	Complete and document all monitorings in SCOR; ensure monitoring findings are addressed.
	Provide ongoing technical assistance calls with providers to check	Grant Management	Reduce lapsed funds.

Initiative	Description	PEI Lead	Outcome
	in on spending patterns, line item transfers and additional spending plans.		
	Conduct annual risk assessments for all PEI grants and contracts.	Grant Management	Complete risk assessments timely.
Continuous Quality Improvement (CQI) to support data-driven prevention efforts	Refine QIP scorecards, track performance trends and consult with providers regarding strengths and improvements needed.	Research and Evaluation	Complete data-driven refinement of QIP scorecards.
	Organize and convene the State CQI Committee.	Research and Evaluation	Supply consistent tools for providers to monitor and improve prevention program quality.
	Identify and offer resources to support providers and communities in their CQI efforts and providing TA concerning data entry; PEIRS use; and program model fidelity.	Research and Evaluation	Increase provider understanding of data literacy, research and evaluations in decision-making.
	Develop and submit the annual CQI plan to HRSA.	Research and Evaluation	Submit the CQI plan in line with HRSA requirements on time.
	Review and revise programmatic monitoring tools to allow PEI to effectively monitor programmatic elements.	Youth and Families; Early Childhood	Implement a revised monitoring tool for relevant youth and families grantees.
Prevention and Early Intervention Reporting System (PEIRS)	Support ongoing maintenance of PEIRS Expansion Outcome Reports in Tableau and work with IT to ensure	Research and Evaluation	Release reports on time, with valid and accurate data.

Initiative	Description	PEI Lead	Outcome
	successful implementation.		
	Train staff on PEIRS reports in Tableau. This includes the development of a training plan and materials to train staff on available data that can be run both in PEIRS and on the Tableau server.	Research and Evaluation	Make thoughtful decisions about when and how to efficiently use data points.
	Review PEIRS data entry for timeliness and correct system usage and provide TA as needed.	Research and Evaluation	Enter correct data into PEIRS on time.
Utilize Data to Drive Decision Making	Incorporate risk-map data is incorporated into decision making.	Research and Evaluation	Review and utilize data to develop RFAs; provide technical assistance and other PEI initiatives.
	Disaggregate PEI data by race/ethnicity and other indicators of interest. PEI will provide this information to stakeholders.	Research and Evaluation	Review and utilize data in decision making. Provide data to providers to inform programming and outreach efforts.
	Coordinate with internal and external stakeholders to conduct research projects. Present findings and recommendations at various conferences and stakeholder meetings.	Research and Evaluation	Complete research proposals and projects. Present findings at conferences and receive satisfactory session evaluations.
COVID-19 Response	Work with providers to offer information and guidance regarding COVID -19 related shifts to service provision and continue providing	PEI Leadership	Ensure families continue to have necessary prevention resources and supports in their community.

Initiative	Description	PEI Lead	Outcome
	flexibility in partnering with families.		
	Make necessary changes to the Contract and Grant guidebook and execute the final draft in FY 2022.	Grant Management	Utilize feedback on PEI’s Contract and Grant guidebook for final implementation and formalization into a handbook.
Evaluation	Develop strategies to utilize evaluation results; work with program to communicate lessons learned from evaluations completed in FY20 and FY21 and begin to incorporate findings into daily work.	Research and Evaluation	Disseminate and utilize evaluation results.
	Support staff in survey design and implementation by assisting staff in determining survey needs, consulting on survey design, and assisting in implementation efforts.	Research and Evaluation	Collect data in ways appropriate to the research question, increase survey response rates.
	Collaborate with the Child and Family Research Project to continue MIECHV evaluation efforts.	Research and Evaluation; Early Childhood	Review evaluation results and recommendation and will subsequently determine next steps for MIECHV providers
	Create visuals that engage PEI staff and external partners in data and evaluation results to increase knowledge about PEI programs, their clients, services, outputs, and outcomes.	Research and Evaluation	Utilize knowledge regarding inputs, outputs, outcomes, efficiencies and third-party evaluation results in decision-making.

Initiative	Description	PEI Lead	Outcome
	Refine processes for identifying, cataloging, and promoting Evidence-Based, Evidence-Informed, and Promising Practice Programs with grantees to meet community needs.	Youth and Families; Early Childhood; Research and Evaluation	Utilize EBPs at a higher rate across PEI programs.
	Utilize and provide support for a new CYD Survey tool.	Youth and Families; Research and Evaluation	Establish a plan to implement and provide support for the CYD survey.
Professional Development of the Prevention Workforce	Provide professional development opportunities, new provider orientation, training, technical assistance and support to PEI grantees and partners, through peer to peer learning opportunities, provider orientations, comprehensive web-based and in-person trainings, monthly provider calls, among others.	Policy and Prevention Strategies; Early Childhood; Youth and Family	Enhance support available to providers and partners.
	Host the 21 st annual Partners in Prevention (PIP) Conference and begin planning efforts for the FY23 PIP conference.	Policy and Prevention Strategies	Provide educational and networking opportunities for providers, partners and stakeholders.
PEI Staff Development	Develop opportunities for staff to provide feedback to leadership (through workgroups and surveys) and to	PEI Leadership	Create a stable workforce by ensuring staff's voice is heard by utilizing the staff feedback survey and creating workgroups

Initiative	Description	PEI Lead	Outcome
	celebrate successes of the PEI Division.		as needed (such as the telework and equity workgroups).
	Support professional development and improve staff retention.	PEI Leadership	Ensure leadership is responsive to staff needs and provide any needed support.
	Improve the onboarding process for new staff to ensure they have the tools and supports they need to succeed.	PEI Leadership	Provide a comprehensive orientation and training plan to new employees.
	Develop and update ongoing performance goals and metrics with respect to job description	PEI Leadership	Complete division-wide job description updates.
Coordinating Collaboration between PEI funded programs	Guide coordination efforts between HIP and NFP providers.	Early Childhood; Youth and Families	Ensure pregnant and parenting youth in care receive referrals and services.
Interagency System Coordination	Participate in state level interagency collaborations, coalitions, task forces and workgroups.	All PEI	Elevate prevention as a necessary element of preventing child abuse and neglect.
	Secure necessary data matching agreements between PEI, providers, and external organizations.	Research and Evaluation	Ensure MOUs are enacted, in process and updated when data sharing or matching is a requirement.
Child Safety Summit	Hold a public safety summit to bring community partners together to focus on addressing the prevention of child maltreatment fatalities related to abusive head trauma, drownings and unsafe sleep practices	Office of Child Safety	Implement strategies to address child safety at the community level.

Initiative	Description	PEI Lead	Outcome
	from a community standpoint.		
PEI Strategic Planning for 2022-2026	Provide training and technical assistance, and convene town halls and think tanks to build out the strategies for advancing each objective contained within PEI’s Strategic Plan	PEI Leadership	Develop strategies to advance PEI’s Fiscal Year 2022-2026 Five-Year Strategic Plan.
Safe Babies Project	Manage and support evaluation activities and engage in project participant quarterly check-ins.	Research and Evaluation	Complete and deliver projects on time. Incorporate lessons learned into work.
Pediatric Brain Summit	Collaborate with UT Population Health to plan the FY2022 Pediatric Brain Summit	Research and Evaluation	Hold the Pediatric Brain Summit and receive positive attendee evaluations.
Texas Prevention Framework Workgroup	Explore what a prevention continuum could look like in Texas through this multi-agency work group.	PEI Leadership	Develop a model that is specific to Texas and explores a child welfare framework through a public health approach.
87th Legislative Session	Oversee implementation efforts for PEI priority bills filed during the 87th Legislative Session.	Policy and Prevention Strategies	Implement legislative direction timely and efficiently.
	Monitor the 87 th Legislative Special Session for bills that could impact prevention programming in Texas.	Policy and Prevention Strategies	Monitor, analyze and implement any passed legislation that impacts DFPS PEI.
Collaborate with National Subject Matter Experts, Networks, and Alliances regarding Prevention Efforts	Facilitate participation in conferences, training and technical assistance opportunities, and cross-state information sharing. Promote information sharing and	Policy and Prevention Strategies	Implement and oversee federal grants, and state of the art program development and evaluation.

Initiative	Description	PEI Lead	Outcome
	participation within and outside of PEI.		
Seedling Curriculum	Work with Dr. Watamura to bring the Seedlings curriculum to Texas in order to train a small cohort.	Policy and Prevention Strategies	Develop a training curriculum and next steps for Seedling implementation.
Parent and Youth Engagement	Support the inclusion of parent and youth voice to enhance programming, technical assistance, retention and enrollment.	Policy and Prevention Strategies	Engage parents and youth beyond participation in services.
	Manage and support Fatherhood Summit in coordination with the Child and Family Research Project	Policy and Prevention Strategies	Execute the Fatherhood Summit successfully.
	Plan and implement the annual gathering of CYD youth leaders.	Youth and Families	Build and nurture a community of youth leaders who are dedicated to serve, equipped to lead, enterprising in action, and plugged into a network of other youth who are committed to making change in their communities.
	Implement activities within the Parent and Youth Engagement Charter.	Policy and Prevention Strategies	Complete all activities outlined in Parent and Youth Engagement Charter
	Manage and support the Parent and Youth Partnership Pilot.	Policy and Prevention Strategies	Implement and grow parent and youth participants within the pilot.
	Build strategies for fatherhood engagement efforts within PEI	Policy and Prevention Strategies	Reach and support fathers through strategic initiatives.

Initiative	Description	PEI Lead	Outcome
Family Resource Centers	Launch five Family Resource Centers in Texas. Provide training on the National Family Service Network’s Standards of Quality to all providers providing services within the Resource Centers.	All PEI	Implement five Family Resource Centers successfully.
Promote Equity within Prevention Programming	Initiate strategic efforts to address issues of race, equity, diversity and inclusion both in the workplace and in prevention practices.	PEI Leadership	Complete the strategies outlined in the Diversity, Equity and Inclusion (DEI) workplan
	PEI provide professional development opportunities for PEI staff that highlights diversity, equity and inclusion.	Policy and Prevention Strategies	Host 2 internal training opportunities for staff
	Facilitate think tanks to make recommendations for addressing the issues related to its assigned topic to grow prevention programming in Texas	Policy and Prevention Strategies	Develop and implement strategies in real time over the next five-years and make any pivots as needed.

Federally and Legislatively Required Reports

PEI has federal and legislatively required reports that are published annually between August 31st and March 1st.

Date	Description	PEI Lead
September 1	Annual Strategic Plan Update	Policy and Communications
October 1	Coordination for Youth Prevention and Intervention Services (Annual Rider Report Article IX, Section 17.05)	Youth and Family
October 1	MIECHV Needs Assessment Report	Research and Evaluation
October 30	Annual MIECHV Discretionary Grant Information Systems (DGIS) Report	Research and Evaluation
December 1	Improved Outcomes Pilot report (Rider 39)	Research and Evaluation
December 1	Biennial PEI Outcomes Report (Includes: Home Visiting Program Biennial Report requirement; Prevention Programs for Veterans and Military Families requirement; Parenting Education Programs Biennial Report requirement)	Research and Evaluation
December 1	Annual Texas Nurse-Family Partnership Grant Recipient Performance Evaluation	Research and Evaluation
January 31	Annual CBCAP Report	Grants and Special Projects
March 1	Child Maltreatment Fatalities and Near Fatalities Annual Report	Office of Child Safety
March 1	Annual MIECHV CQI plan and report	Research and Evaluation

Key Measures of Success

To ensure success as a division and guide its progress toward achieving the goals in its five-year strategic plan, PEI uses the following key measures of success:

- Achieve positive outcomes for children, families and communities.
- Maximize funds.
- Create transparency through timely, objective, high quality reports to the state legislature and federal partners.
- Demonstrate a culture of quality and accountability with staff, grantees and partners.

These key measures provide PEI with the framework needed to monitor its foundational work and serves as the compass for the division to identify where to focus energy and prioritize its work to achieve the goals in its five-year strategic plan.

Program Resources

PEI manages nine programs that offer free, voluntary, community-based services to children, youth and parents across the state of Texas. These services are delivered through 132 grants with communities which include nonprofit organizations, local governments, schools and other community-based organizations throughout Texas. PEI manages 32 additional contracts for research, evaluation and technical assistance. PEI has a current biennium budget of \$224,876,042; its network of providers served more than 59,000 children, youth and families. The new GetParentingTips.com website launched December 15, 2020, and in its first 6 months through the end of June 2021 it had 2,273,273 visitors.

PEI Operational Information	Amount
Budget FY22-23 legislative allocation	\$224,876,042
Programs Voluntary programs serving parents and youth	9
Grants Nonprofit organizations, city and county governments (8/31/20)	133
Support Contracts Research, evaluation, technical assistance (8/31/20)	30
Employees FTEs allocated as of August 31, 2021 (no field staff)	69
Families Served Unique Families served in FY 2020	59,455
Visits to GetParentingTips.com Total page views December 15, 2020 – June 31, 2021	2,273,273

PEI Grant Programs

PEI's voluntary services target specific demographics and, in some cases, specific geographic areas. As shown below, PEI's programs are organized by the intended beneficiary.

Programs Providing Support to Families with Young Children

Program	Description	Projected number served in FY 2022
Healthy Outcomes through Prevention and Early Support (HOPES)*	Project HOPES provides a wide variety of innovative community-based initiatives and supports for families with children zero to five years of age.	9,234
Helping through Intervention and Prevention (HIP)	HIP is a community block grant that provides in-home parent education using evidence-based or promising practice programs. The programs are effective in increasing protective factors for families of children 0-5; designed to support healthy, nurturing, and safe homes for children; and ultimately promote positive outcomes for children and families.	405
Texas Home Visiting (THV)	<p>THV is a free, voluntary program through which early childhood and health professionals regularly visit the homes of pregnant women or families with children under the age of six and, using various evidence-based models, support positive child health and development outcomes, increase family self-sufficiency and create communities where children and families can thrive. In addition to the funding appropriated through the Texas Legislature, THV is also funded through Maternal Infant Early Childhood Home Visiting (MIECHV), a federal grant that allows communities to select the evidence-based home visiting model best suited for their community including:</p> <ul style="list-style-type: none"> • Nurse-Family Partnership (NFP); • Parents as Teachers (PAT); • Home Instruction for Parents of Preschool Youngsters (HIPPOY); and • Healthy Families America (HFA). <p>These funds also support the coordination of local and state early childhood coalitions to build comprehensive early childhood systems. The unique</p>	5,691

		Projected number served in FY 2022
Program	Description	
	Texas model utilizes both service and system-level strategies to improve broad child and family outcomes.	
Texas Nurse-Family Partnership (TNFP)	<p>TNFP is a free, voluntary program through which nurses regularly visit the homes of at-risk pregnant women or families with children under age 2. Families start services with TNFP by their 28th week of pregnancy and can receive services until the child reaches two years of age.</p> <p>In addition to the funding appropriated through the Texas Legislature the Nurse Family Partnership model is also funded through: Maternal Infant Early Childhood Home Visiting (MIECHV), a federal grant that supports the implementation of a combination of the following evidence-based home visiting models: Nurse-Family Partnership (NFP); Parents as Teachers (PAT); Home Instruction for Parents of Preschool Youngsters (HIPPI); and Healthy Families America (HFA). These funds support the coordination of local and state early childhood coalitions to build comprehensive early childhood systems. The unique Texas model utilizes both service and system-level strategies to improve broad child and family outcomes.</p>	3,122
	Total	18,452

*Includes Family Resource Center projections.

Programs Providing Support to Families with Youth

		Projected number served in FY 2022
Program	Description	
Community Youth Development (CYD)	Through the CYD program, PEI provides to community-based organizations to foster positive youth development and resilient communities.	17,135

		Projected number served in FY 2022
Program	Description	
Statewide Youth Services Network (SYSN)	The SYSN program creates a statewide network of youth programs aimed at positive youth development for youth ages 6 to 17. PEI funds allow state-level grantees to identify areas that may benefit from additional resources and target specific support to local communities. Examples of service provided through SYSN include mentoring and youth leadership development.	2,746
	Total	19,881

Programs Providing Support to Families with Children of All Ages

		Projected number served in FY 2022
Program	Description	
Family and Youth Success (FAYS – formerly STAR)*	The FAYS program addresses family conflict and everyday struggles while promoting strong families and youth resilience. Every FAYS provider offers one-on-one coaching or counseling with a trained professional and group-based learning for youth and parents. FAYS programs also operate a 24-hour hotline for families having urgent needs. In some areas of the state FAYS only provides services to families with children 6-17 years of age.	21,734
Fatherhood EFFECT (Educating Fathers for Empowering Children Tomorrow)	Fatherhood EFFECT programs provide parent education and resources to fathers. Beginning in FY20, Fatherhood EFFECT’s scope expanded to include collaboration with community coalitions, encouraging organizational adjustments to increase the quality of supports targeted specifically at fathers and pivoting to explicitly include and support fathers across multiple programs in an organization or community.	1,004
Texas Service Members, Veterans, and Families (SMVF – formerly Military)	Through supports such as parenting, education, counseling and youth development programming the MFVPP program:	1,954

Program	Description	Projected number served in FY 2022
Families and Veterans Pilot Prevention MFVPP)	<ul style="list-style-type: none"> • Builds on the strengths of both caregivers and children to promote strong families; Partners with military and veteran caregivers to support positive parental involvement in their children’s lives; • Partners with military and veteran caregivers to maximize their ability to give their children emotional, physical and financial support; and • Builds community coalitions focused on promoting positive outcomes for children, youth and families. 	
	Total	24,692

*Includes Kinship and Family Resource Center projections

House Bill 1549, from the 85th Legislative Session, requires PEI to develop a growth strategy to gradually increase the number of families receiving PEI services each year. In response, PEI partnered with the University of Texas Health Science System to assist in developing growth and expansion strategies for existing programs. Coinciding with the release of the [2022-2026 five-year strategic plan](#), the community maltreatment risk maps were also updated with an all-new interactive website. Both ZIP Code and county level data on risk and resilience are available, as well as detailed, accessible descriptions of the various metrics used to assess risk in different age cohorts. You can view the updated maps at <https://www.maltreatment-risk.txsafebabies.org/>. These maps continue to help our team effectively allocate resources to communities and families that may benefit from additional support before they are in crisis and to inform and develop all relevant requests for applications (RFA).

PEI Grant Opportunity Schedule

PEI achieves prevention service delivery by releasing grant opportunities to partner with community-based organizations. These grant opportunities allow PEI to serve children, youth and families within communities that could benefit from additional resources. PEI developed a grant opportunity schedule to outline opportunities for programs through Fiscal Year 2026 (see Table 1). In addition, PEI holds weekly meetings with key staff to forecast service needs and develop grant opportunities. These grant opportunities are formally offered to communities through the RFA process. PEI continued to execute all relevant grant agreements to be able to continue critical service provision across the state of Texas.

Table 1: Grant Opportunity Schedule

Program	Grant Start Date	Grant End Date	Next Application Opportunity
CYD	September 2021	August 2026	Fall 2025
FAYS (Formerly STAR)	December 2017	August 2023	Fall 2021
Fatherhood EFFECT	September 2019	August 2024	Fall 2023
HOPES	September 2019	August 2025	Fall 2024
SMVF	September 2021	August 2025	Fall 2024
SYSN	September 2017	August 2022	Fall 2021
TFFP**	March 2022	August 2026	Fall 2025
THV*	September 2017	August 2022	Fall 2021
TNFP	September 2021	August 2026	Fall 2025

*Six THV grants were awarded in Fiscal Year 2015. These grants will end in Fiscal Year 2022. All THV and MIECHV grantees will be eligible to apply for funding through the THV RFA provided the applicant’s county is eligible for services.

** Texas Family First Prevention (TFFP) grants were recently authorized by the Legislature and planning for these grants is a work in progress

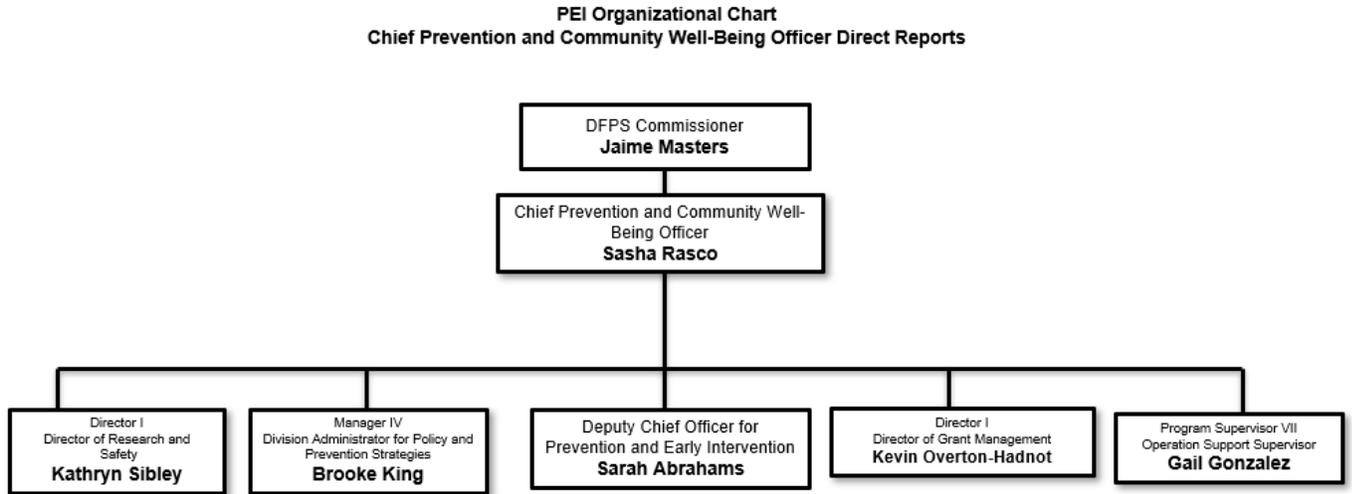
Appendix A: Organizational Charts

PEI employs 69 full-time equivalent staff, nearly all of whom are in the state office in Austin. PEI has no regional staff; however, a small number of Office of Child Safety employees are based out of regional offices or work remotely.

Grant Management accounts for the largest share of staff (26) followed by program specialists on the Early Childhood team and Youth and Family team (17 combined), program specialists on the Research and Safety team (10), the Policy and Prevention Strategies team (8), the Operations team (4), the Special Projects team (2) and Division-wide Leadership (2). Organizational charts for PEI’s leadership team and seven functional teams are available below.

FTE Allocation by Position	FTEs
Director IV	1
Director III	1
Director I	2
Manager IV	5
Program Supervisor VII	1
Program Specialist VII	1
Manager II	4
Program Specialist VI	9
Program Specialist V	21
Training Specialist V	1
Information Specialist IV	2
Program Specialist III	4
Contract Manager	10
Executive Assistant II	1
Contract Technician III	3
Contract Specialist II	1
Administrative Assistant III	2
Total FTE	69

Chief Prevention and Community Well-Being Officer Direct Reports



(As of August 2021)

Figure 1: Organizational chart for The Chief Prevention and Community Well-Being Officer Direct Reports

Policy and Prevention Strategies Team

(As of August 2021)

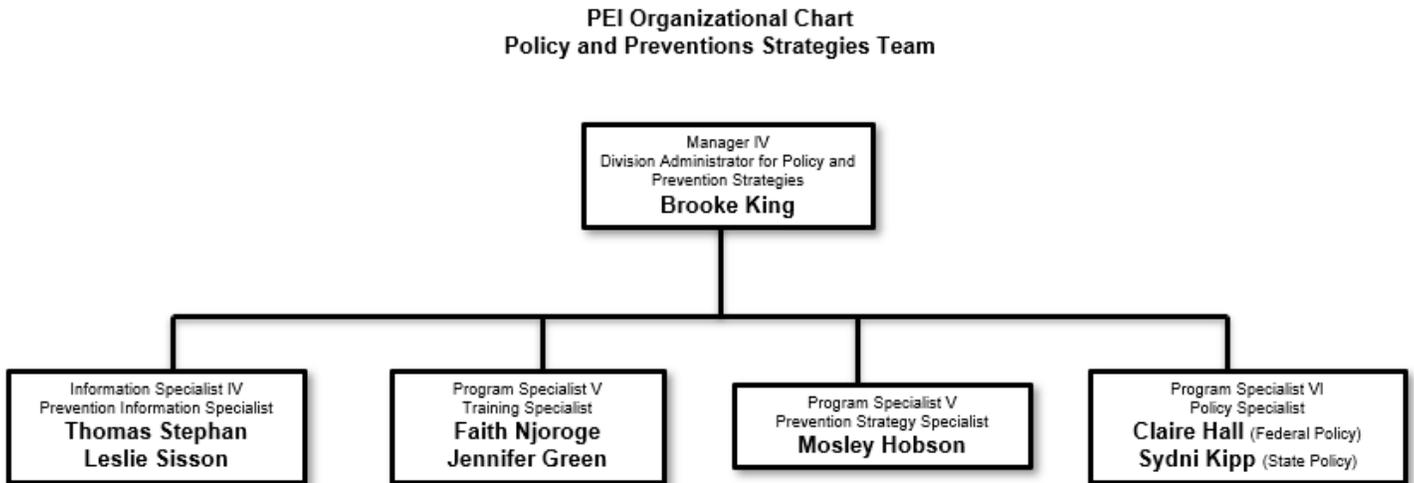


Figure 2: Organizational chart for PEI's Policy and Prevention Strategies Team

Early Childhood Team

(As of August 2021)

PEI Organizational Chart Early Childhood Team

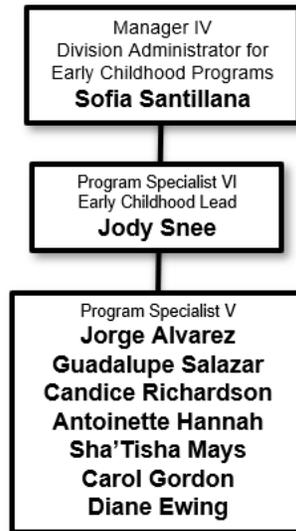


Figure 3: Organizational chart for PEI's Early Childhood Team

Youth and Family Team

(As of August 2021)

PEI Organizational Chart Youth and Families Team

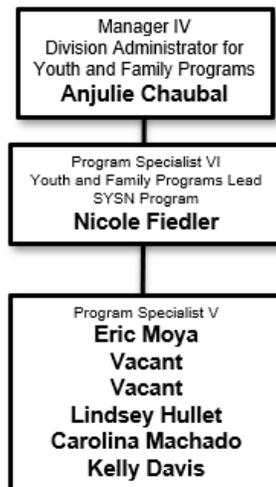


Figure 4: Organizational chart for PEI's Youth and Families Team

Special Projects Team

(As of August 2021)

PEI Organizational Chart Special Projects

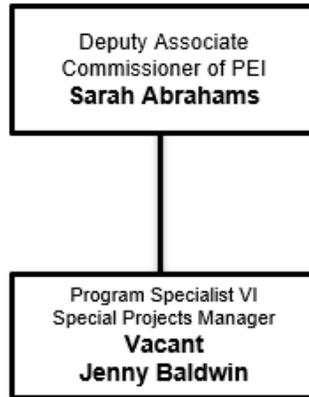


Figure 5: Organizational chart for PEI's Special Projects Team

Operations Support Team

(As of August 2021)

PEI Organizational Chart Operations Support Team

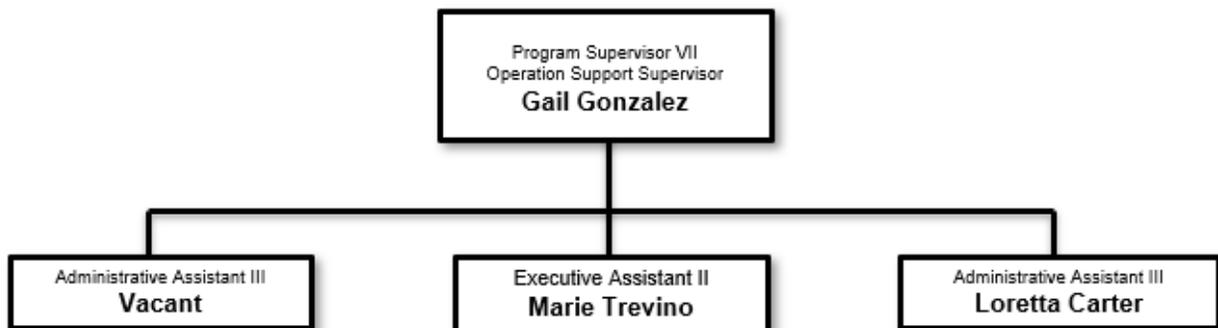


Figure 6: Organizational chart for PEI's Operation Support Team

Grant Management Team

(As of August 2021)

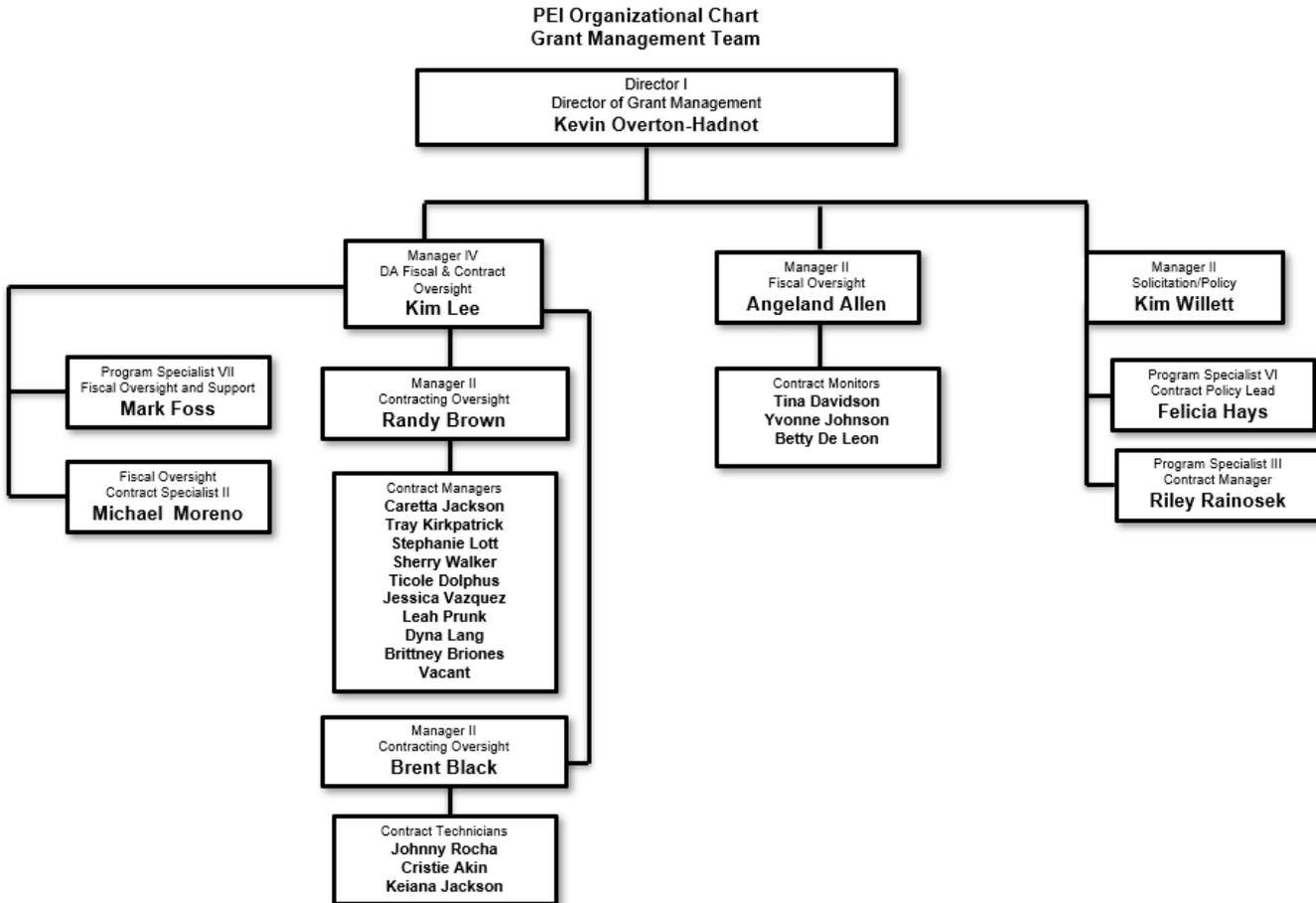


Figure 7: Organizational chart for PEI's Grant Management Team

Research and Safety Team

(As of August 2021)

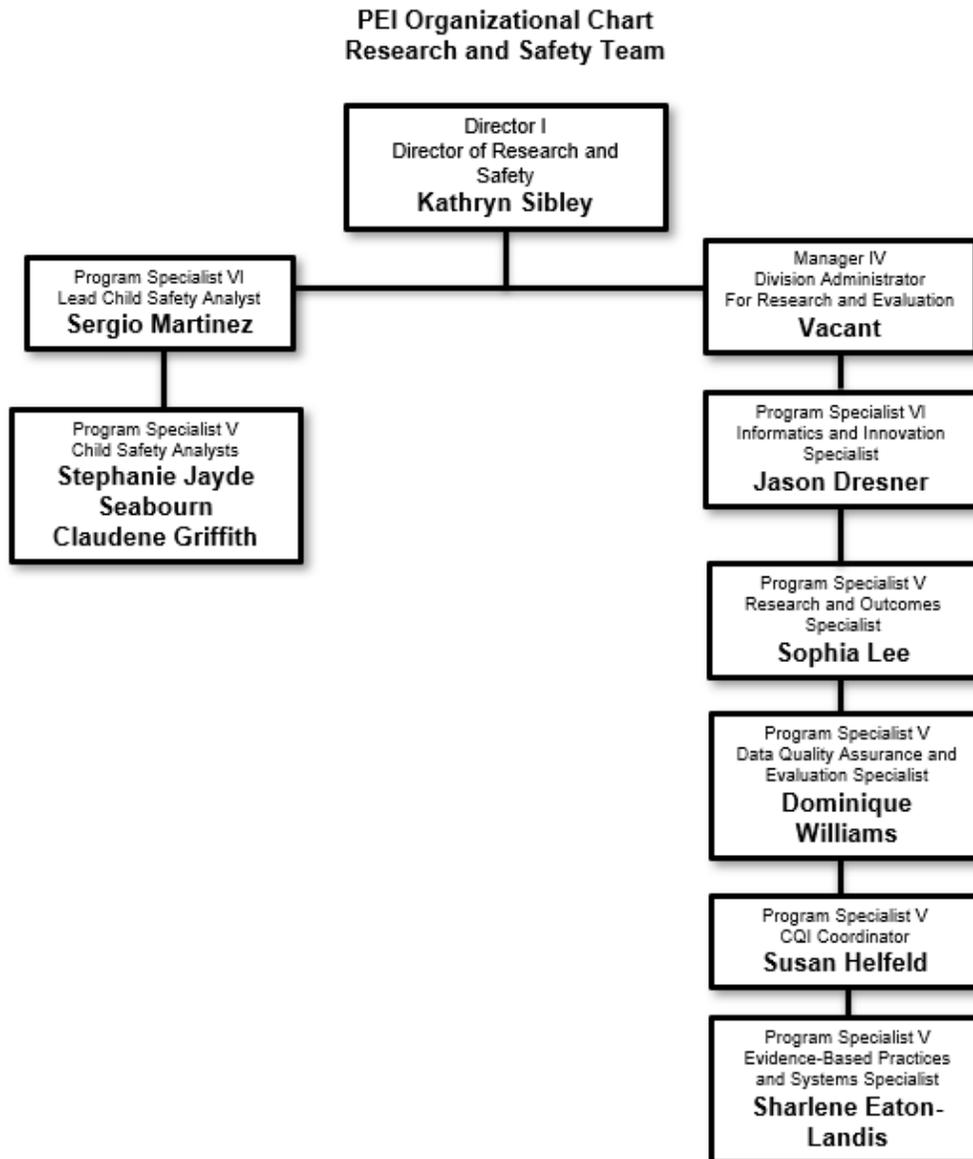


Figure 8: Organizational chart for PEI's Research and Safety Team

Appendix B: PEI Initiatives for Fiscal Year 2022

During Fiscal Year 2022, PEI developed major initiatives to continue moving the needle on achieving the goals laid out in its five-year strategic plan.

Objective One: Incorporate Parent

- Parent and Youth Engagement

Objective Two: Maximize Investments in Prevention

- Maximize Investments
- Contract Management and Fiscal Oversight
- PEI Staff Development
- 87th Legislative Session

Objective Three: Utilize Research to Inform the Most Effective Prevention Strategies

- Continuous Quality Improvement (CQI) to support data-driven prevention efforts
- Prevention and Early Intervention Reporting System (PEIRS)
- Utilize Data to Drive Decision Making
- Evaluation

Objective Four: Utilize a Public Health Framework to Bring Precision to Prevention Efforts

- Community Awareness to Promote Protective Factors
- Support Positive Changes in Practice, Policy, and Prevention Efforts
- COVID-19 Response

Objective Five: Promote Equitable Access for all Texas Children and Families

- Promote Equity within Prevention Programming

Objective Six: Address the Root Causes of Family Vulnerability

- Family Resource Centers

Objective Seven: Support Effective Collaborations:

- Professional Development of the Prevention Workforce
- Coordinating Collaboration between PEI funded programs
- Interagency System Coordination
- Child Safety Summit

Fiscal Year 2022 Business Plan

- PEI 2022-2026 Strategic Plan
- Pediatric Brain Summit
- Texas Prevention Framework Workgroup
- Collaborate with National Subject Matter Experts, Networks, and Alliances regarding Prevention Efforts