



TEXAS
Department of Family
and Protective Services

Prevention and Early Intervention

Fiscal Year 2023

Business Plan

October 2022

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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 (FY) 2023 business plan highlights the major initiatives PEI will implement or continue during the upcoming fiscal year.

In May, PEI leadership convened an internal workgroup comprised of representatives from each of the eight teams within PEI – Early Childhood, Youth and Family, Research and Safety, Grants and Contracts Quality Assurance, Contracting and Fiscal Accountability, 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 2023 to its FY 2022-2026 strategic plan and goals.

The Fiscal Year 2023 business plan builds on the work from Fiscal Year 2022 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. 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 these partnerships, PEI can build upon community-based prevention programs and projects to maximize the potential of families, preserve the parent-child bond, and promote thriving communities in Texas.

As detailed in 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 standing up community-based, evidence-informed programs and systems of support designed to promote opportunities for partnerships that capitalize on the strengths of parents and children to build healthy families and resilient communities upstream from crisis and the need for intensive interventions. 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 serve others with integrity, humility, authenticity, and transparency.
- We nurture a culture of collaboration and partnership through consistent engagement and constructive conflict resolution.
- We create space for learning, integrate new knowledge, and continuously strive for improvement.
- We value, respect, and learn from the others' lived experience.
- We embrace, celebrate, and amplify our diverse strengths and perspectives.

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.

Building on PEI's 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.

Strategic Plan Objectives

At the end of Fiscal Year 2022, PEI released its first progress report regarding the implementation efforts of its 2022-2026 five-year strategic plan. In that report, PEI summarized the progress made during the first year of the plan on 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 four years PEI will continue produce an annual report highlighting progress made toward each objective in the strategic plan and will convene Think Tanks to assist the division to develop and implement strategies in real time.

Program Operations

The program operations section provides an overview of PEI’s five functional teams and highlights the initiatives PEI will focus on to advance the Fiscal Year 2023 priorities.

PEI Teams

PEI’s 75 full-time employees (FTEs) are organized in five 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.

Grants and Contracts Quality Assurance

This team, led by PEI’s Director of Grants and Quality Assurance, is comprised 5 FTEs which include one manager, one team lead, and two contract managers. This team ensures the successful completion of solicitations and works to keep PEI’s contracting and grants policies and procedures current.

Solicitation and Policy Team

The Solicitation and Policy Team is 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 accordingly.

Contracting and Fiscal Accountability

The Contracting and Fiscal Management team serves as the primary focal point for planning, developing, awarding, and managing all grants and contracts for the PEI Division. The team, consisting of 22 FTEs and led by the Director of Contracting and Fiscal Accountability, manages and monitors 155 grants. Most of these grants are sub-recipient, complex, cost reimbursement

| FTE Allocation by Team | FTEs |
|--|-----------|
| Early Childhood Programs | 9 |
| Youth and Family Programs | 10 |
| Operations | 4 |
| Grants and Contracts Quality Assurance | 5 |
| Contracting and Fiscal Accountability | 22 |
| Policy and Prevention Strategies | 9 |
| Research and Safety | 12 |
| Special Projects | 2 |
| Division-wide Leadership | 2 |
| Total FTEs | 75 |

or fee for service grants. The team also manages all other contracts that provide support services to PEI and its grantees.

Responsibilities of the Contracting and Fiscal Accountability team consist of, reviewing contract and grant budgets, updating new contracts and grants information, 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 Contracting and Fiscal Accountability team consists of four major teams. Three of the teams are based on the contract lifecycle and reflects their ongoing role in overseeing contract management and bill processing. The teams are contract management, contract technician, and monitoring. The fourth 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.

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 four 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.

PEI Programs

This team, led by PEI's Director of Programs, is comprised of 19 FTEs which include one director, two division administrators, two team leads, and 14 program specialists. This team focuses on implementing a full continuum of prevention services, supporting programs, and serving as a resource for prevention efforts across the state.

The Early Childhood and Youth and Family program teams are 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.

Early Childhood

PEI's Early Childhood team guides and supports program implementation for early childhood services across the state. The team of nine FTEs (division administrator, program specialist team lead, and seven program specialists) support the 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.

Youth and Family

PEI's Youth and Family team guides and supports program implementation for youth and family services across the state. The team of nine FTEs (division administrator, program specialist team lead, and seven 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.

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 seven FTEs is comprised of a research and evaluation division administrator, two research and outcomes leads, three 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 oversees 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 is 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; developing statewide communication strategies for PEI; promoting public awareness initiatives; curating and the upkeep of information on PEI's parenting tips website, the prevention pages on DFPS's public-facing website, and social media platforms; including parent and youth voice in prevention programming; and managing projects designed to enhance and expand PEI's prevention strategies. The team is comprised of 9 FTEs, including (a director, two training specialists, two policy specialists, two information specialists, and two prevention strategy specialists).

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 team oversees and coordinates the overall planning, development, and implementation of PEI's legislative direction, goals, and objectives both during Texas' interim and legislative sessions. Additionally, this team provides oversight of internal and external legislative communication and provides technical guidance to PEI staff around prevalent state and federal legislation. Simultaneously, the team 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

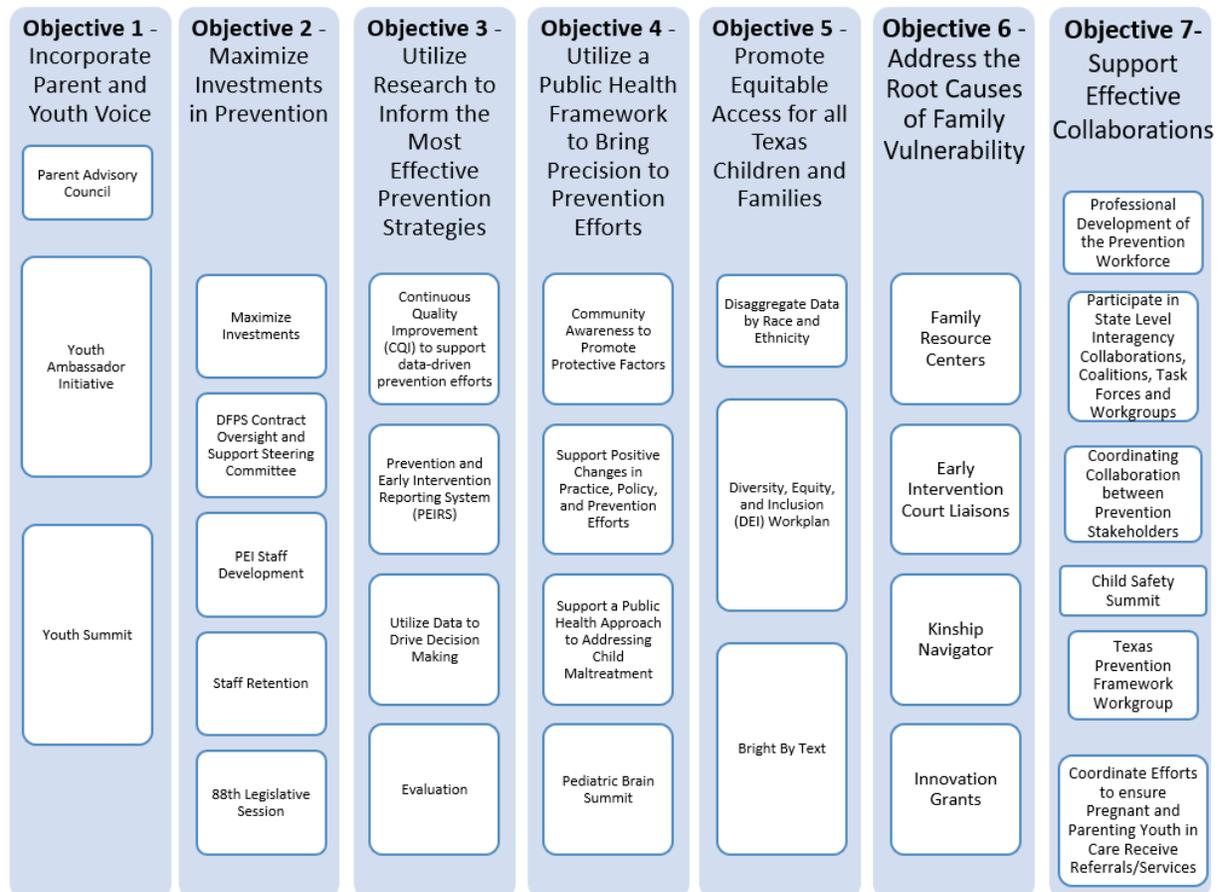
PEI Communications works with the broader DFPS Communications Team and external contractors to produce and distribute branded resources in campaigns aimed at normalizing help-seeking behavior and promoting positive relational health between children and the adults in their lives that care for them. Campaigns 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 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 specialists are 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. Uniquely, the prevention strategists work to incorporate the voices of individuals with lived experience into PEI programming and practice. Some of these projects include launching the Texas PEI Parent Advisory Council (PAC) as well as the Youth Ambassador Initiative.

PEI Initiatives for Fiscal Year 2023

The following tables highlight the major initiatives PEI prioritized for Fiscal Year 2023 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 |
|---|---|--|---|
| Incorporate Parent and Youth Voice into Prevention | Complete planning and begin implementing the first Texas PEI Parent Advisory Council. | Policy and Prevention Strategies | Elevate parent voice in prevention policy and programming efforts. |
| | Complete planning and begin implementing the youth ambassador initiative. | Policy and Prevention Strategies; Youth and Families | Elevate youth voice in prevention policy and programming efforts. |
| | Plan and implement the annual gathering of CYD youth leaders at the Youth Summit. | Youth and Families | Build and nurture a community of youth leaders who are committed to making change in their communities. |
| Early Intervention Court Liaisons | Fund and oversee the implementation of Early Intervention Court Liaisons in three communities to act as a bridge between family courts and local resources for families. | Special Projects | Improved connectivity, understanding and awareness between local family courts and local family resources |
| 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. |
| Support a Public Health Approach to Addressing Child Maltreatment | Conduct a public safety summit to bring community partners together to focus on child safety issues, child maltreatment, and prevention of child fatalities through a public health lens. | Office of Child Safety | Successful completion of the annual child safety summit. |
| | Work with providers to document and offer guidance on COVID -19 related shifts to service provision and continue providing flexibility in partnering with families. | Youth and Families; and Early Childhood | Ensure families continue to have necessary prevention resources and supports in their community. |
| | Examine the impact of Parenting Skills training on | Youth and Families | Compile ongoing quarterly reports for |

| Initiative | Description | PEI Lead | Outcome |
|--|--|--|--|
| | Poverty Reduction through the Family Self Sufficiency Project. | | analysis and dissemination. |
| Community Awareness to Promote Protective Factors | Curate innovative content and add additional topics for different age groups for GetParentingTips website and social media platforms. | Policy and Prevention Strategies | Increase social engagement statistics and number of visitors to website |
| | Partner with the Youth Helpline staff to launch and support the refinement of the Texas Parent Helpline. | Policy and Prevention Strategies | Increase the utilization of the Texas Parent Helpline to support Texas parents. |
| | Maintain awareness toolkits with social media, articles, outreach options, and website content during awareness campaigns. | Policy and Prevention Strategies | Number of toolkits distributed. |
| | Continue to add content for the public-facing community toolkit. | Policy and Prevention Strategies | Increase utilization of PEI's Community Toolkit |
| | Approve and promote the 2023 parenting tips calendar, promote the activity book, and make both available for online ordering. | Policy and Prevention Strategies | Track number of materials disseminated. |
| Kinship Navigator | Develop and implement programming and strategies to specifically serve kin caregivers through provisions and guidance of the federal Families First Prevention and Services Act. | Youth and Families; Special Projects; Research and Evaluation; and Grants Management | Submission of identified and approved program deliverables, quarterly reporting. |
| Family Resource Centers | Support grantee implementation of Family Resource Centers. | Special Projects, Early Childhood, Youth and Families | Successful implementation of Texas Family Resource Centers |
| Maximize Investments | Review and balance annual operating budget to contractual/administrative | Contracting and Fiscal Accountability | PEI Fiscal Workbook reconciles with Centralized Accounting and |

| Initiative | Description | PEI Lead | Outcome |
|------------|---|--|--|
| | obligations to identify un-obligated dollars. | | Payroll/Personnel System (CAPPS) Report. |
| | Manage new and existing Federal Grants. | Policy and Prevention Strategies | Reports and applications are submitted on time. |
| | Produce various reports for tracking financial data: PEI vacancy reports, FTE salary reports, new hire reporting, quarterly contract counts. | Contracting and Fiscal Accountability | PEI Fiscal Workbook reconciles CAPPS Report and DFPS Hiring Funnel Report are accurate. |
| | Prepare monthly dashboards for presentation to PEI Leadership Team. | Contracting and Fiscal Accountability | PEI accurately monitors project potential lapse and make informed decision. |
| | Prepare other monthly grant tracking dashboards for presentation to PEI Leadership Team - including special tracking. | Grants and Contracts Quality Assurance | PEI grant tracking data and information is accurate. |
| | Assign appropriate PACS to spending requests, approve requisitions in CAPPS, and track request through to final payment in CAPPS. | Contracting and Fiscal Accountability | PEI Fiscal Workbook reconciles with CAPPS OOE Report |
| | Report, update, and track straight-line projections for all grant funds, including projections from contract management staff to evaluate budget expenditures to maximize PEI overall budget. | Contracting and Fiscal Accountability | PEI Final FY22 Lapse less than 1.5%. GR Lapse will be less than 0.5% of GR Appropriation. |
| | Continue effective communication with DFPS Budget Office to ensure efficient use of PEI resources; including monthly meeting or ad hoc meetings as requested. | Contracting and Fiscal Accountability | Communicate FY23 Budget Issues and Financial Dashboard to Budget Office on monthly basis. |

| Initiative | Description | PEI Lead | Outcome |
|------------|--|---|--|
| | | | FY23 goal is contractor lapse less than 2% and Program lapse less than 1% |
| | Continue effective communications with the PEI Program and Contracts Team regarding contractor level expenditures and lapse projections to maximize PEI program funds. | Contracting and Fiscal Accountability | Communicate year to date expenditures and projected lapse during cross team meetings each month to help to ensure contract decisions maximize funding. |
| | Produce budget details and budget narratives for Federal Grant applications annually. | Contracting and Fiscal Accountability | Grant Application Budget is approved by PEI and DFPS without any issues. |
| | Finalize grantees and project plans for new Texas Home Visiting grantees. | Contracting and Fiscal Accountability; Research and Evaluation, Early Childhood | Grants are executed timely. |
| | Negotiate FAYS grants for FY24. | Youth and Families, Grants and Contracts Quality Assurance | Statement of Work and Project Work Plans are established timely. |
| | Instruct grantees on completion of the MIECHV Home Visiting – Budget Assessment Tool (HV-BAT), distribute and collect HV-BAT responses, review and collate. | Contracting and Fiscal Accountability, Policy Prevention Strategies, Research and Evaluation, Early Childhood | All HV-BAT tools submitted and complete. |
| | Conduct all required monitorings, including joint site visits with program staff. | Contracting and Fiscal Accountability | Complete and document all monitoring in System of Contract Operation and Reporting (SCOR); ensure monitoring findings are addressed. |
| | Communicate and project manage all internal and external funding | Contracting and Fiscal Accountability | Contracts are successfully executed. |

| Initiative | Description | PEI Lead | Outcome |
|------------|---|---|---|
| | opportunities, RFPs, and RFAs. | | |
| | Update the contract handbook with any new policies or updated procedures | Grants and Contracts Quality Assurance | Release of updated handbook |
| | Provide ongoing technical assistance calls with providers to check in on spending patterns, line item transfers, and additional spending plans. | Contracting and Fiscal Accountability | Reduce lapsed funds. |
| | Conduct annual risk assessments for all PEI grants and contracts. | Contracting and Fiscal Accountability | Complete risk assessments timely. |
| | Meet weekly with each PEI department to discuss procurement or grant opportunity needs and status. | Grants and Contracts Quality Assurance | Each department reports that grant and contract business needs are met. |
| | Monthly check-in with grantees to discuss budget spending progress, potential lapse, compliance issues, and TA needed from grantee. | Contracting and Fiscal Accountability | Maximize PEI investment and maximize funding. |
| | Complete FY23 mid-year budget review. | Contracting and Fiscal Accountability | Ensure funds are maximized. |
| | Coordinate and evaluate procurements throughout the fiscal year with focus on budget, internal controls, and compliance. | Grants and Contracts Quality Assurance, Contracting and Fiscal Accountability | Assess grant opportunities. |
| | Incorporate Family First Transition Act funds into four existing TNFP contracts to serve pregnant and parenting youth in foster care. | Early Childhood; Contracting and Fiscal Accountability | Expand TNFP capacity as allowed by Family First Prevention Service Act. |
| | Complete the following special projects: Deliverable Based Payments Match, Administrative Costs Audit Management, and Coordinating Federal Site Visits | Contracting and Fiscal Accountability | Maximize PEI's investments |

| Initiative | Description | PEI Lead | Outcome |
|---|---|--|--|
| DFPS Contract Oversight and Support (COS) Steering Committee | Collaborate with COS to update training needed for contracting divisions. | Contracting and Fiscal Accountability | Training is rolled out to meet the needs of contract divisions |
| Professional Development of the Prevention Workforce | Provide professional development opportunities and new provider orientation, trainings, 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, and provider guides among others. | Policy and Prevention Strategies; Early Childhood; Youth and Family; | Enhance support available to providers and partners. |
| | Host the 22nd annual Partners in Prevention (PIP) Conference and begin planning efforts for the 23 rd annual PIP conference. | Policy and Prevention Strategies | Provide educational and networking opportunities for providers, partners and stakeholders. |
| | Provide learning opportunities through the FY22 PEI Training Plan: Facilitate Trainings virtually focused on topics requested by providers and suggested by Program Specialists; Develop and/or add at least ten courses to the PEI Learning Hub each year. | Policy and Prevention Strategies | Host 9 NFSN Virtual Trainings; Load 3 courses in the Learning Hub Quarterly; Grantee Trainings; PIP Learning series kick off |
| PEI Staff Development | Develop and update PEI job descriptions, performance goals, and metrics with respect to job description. | PEI Leadership | Division wide job description updates are completed. |
| | Complete staff evaluations annually. | PEI Leadership | Division wide performance evaluations are completed. |

| Initiative | Description | PEI Lead | Outcome |
|---|--|-------------------------|--|
| | Update and implement an onboarding process for all PEI staff and specialized onboarding within teams. | Special Projects | All PEI staff are successfully oriented to their position and the division. |
| Staff Retention | Hire and retain qualified staff invested in the mission of PEI. | PEI Leadership | Improve staff retention and reduce turnover. |
| Continuous Quality Improvement (CQI) to Support Data-Driven Prevention Efforts | Organize and convene the State CQI Committee quarterly meetings. | Research and Evaluation | At least 4 state CQI meetings hosted each year, in line with HRSA requirements |
| | 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. |
| | Implement Quality Improvement Project and track performance, refine scorecard and determine where changes are needed, and Track performance trends and consult with providers. | Research and Evaluation | Data driven refinement of QIP scorecards completed |
| | Work with providers, communities, and other stakeholders on MIECHV CQI efforts. | Research and Evaluation | Providers successfully complete PDSA cycles and meet SMART Aims |
| | Development and submission of annual CQI plan to HRSA. | Research and Evaluation | Timely submission of the CQI plan in line with HRSA requirements |

| Initiative | Description | PEI Lead | Outcome |
|--|--|--|---|
| Evaluation | Develop strategies to utilize evaluation results, work with program to recap lessons learned from evaluations completed from FY20 - FY22, and begin to incorporate findings into daily work. | Research and Evaluation | Disseminate and utilize evaluation results. |
| | Draft and publish all FY 22 legislative and funder required evaluation reports. | Research and Evaluation | Reports will be submitted timely. |
| | 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 and increase survey response rates. |
| | 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. |
| | Complete the NFSN Standards of Quality Self-Assessment Tool; complete the analysis and assess for next steps to infuse the standards in PEI. | PEI Leadership | Utilize results to improve PEI's internal practice. |
| | Catalog and promote Evidence-Based, Evidence-Informed, and Promising Practice Programs with FAYS grantees to meet community needs. | Research and Evaluation; Youth and Families. | Increase the use of programs on the evidence spectrum. |
| Utilize Data to Drive Decision Making | Work with PEI, providers, and UT Population Health to ensure 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. |

| Initiative | Description | PEI Lead | Outcome |
|---|--|-------------------------|---|
| | Support DFPS in the annual collection, cleaning, and reporting of PEI data in the DFPS Data Book. Work with PEI programs and contracts to ensure that data is accurate in advance of annual data book compilation to support DFPS. | Research and Evaluation | PEI's data in the DFPS Data Book is accurate and valid |
| | Serve as a subject matter expert and facilitator to ensure that PEI and providers have proper agreements in place to share and match data. | Research and Evaluation | MOUs are enacted, in process, and or updated in all cases where data sharing or matching is required |
| | 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. |
| Prevention and Early Intervention Reporting System (PEIRS) | Support ongoing maintenance of PEIRS Expansion Outcome Reports in Tableau and work with IT to ensure successful implementation. | Research and Evaluation | Release reports on time, with valid and accurate data. |
| | 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. |
| Pediatric Brain Summit | Collaborate with UT Population Health to plan the FY2023 Pediatric Brain Summit. | Research and Evaluation | Hold the Pediatric Brain Summit and receive positive attendee evaluations. |
| Innovation Grants | Support grantees to develop program plans to enhance | Policy and Prevention | Grantees submit completed project |

| Initiative | Description | PEI Lead | Outcome |
|---|--|---|--|
| | services, hire, and begin service implementation. | Strategies; Early Childhood; and Youth and Families | work plans and begin service implementation. |
| Promote Equity within Prevention Programming | Disaggregated data by race and ethnicity by program and grantee to assess for equity in service provision and present to providers. | Research and Evaluation | Increase PEI’s understanding of the diverse needs of children and families being served across Texas |
| | Continue and update strategic efforts to address issues of race, equity, diversity, and inclusion both in the workplace and in prevention practices through the Diversity, Equity, and Inclusion (DEI) workplan. | PEI Leadership | Complete the strategies outlined in the DEI workplan |
| | Fund Bright by Text, a universal prevention texting platform that highlight free local family resources, parent/child activities, and child developmental information, for 10 Texas communities. | Policy and Prevention Strategies | Increase number of enrollments. |
| Coordinating Collaboration Between Prevention Stakeholders | 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. |
| | Explore ways to use the prevention framework to develop partnerships and commit to a common vision to support Texas families through the Texas Prevention Framework Workgroup. | PEI Leadership | Successful use of the Texas Prevention Framework model to support Texas families and communities. |

| Initiative | Description | PEI Lead | Outcome |
|--|---|---|--|
| | Coordinate efforts throughout the state to ensure pregnant and parenting youth in care receive referrals/services. | Early Childhood | Eligible youth in care access services in greater numbers. |
| | Identify opportunities for collaboratively addressing the needs of youth through PEI's partnership with the Youth Helpline. . | Youth and Families | Staff participates in meetings as scheduled and contributes to reporting efforts as assigned. |
| | Facilitate participation in conferences, training and technical assistance opportunities, and cross-state information sharing. Promote information sharing and participation within and outside of PEI. | Policy and Prevention Strategies | Implement and oversee federal grants, and state of the art program development and evaluation. |
| 88th Legislative Session | Analyze and monitor PEI's priority bills filed during the 88th Legislative Session. | Policy and Prevention Strategies | Monitor, analyze and implement any passed legislation that impacts DFPS PEI. |
| Special Populations Conference | Provide training and support for Fatherhood EFFECT and SMVF grantees and other relevant stakeholders. | Youth and Families | Successful Special Population Conference and meeting. |
| Grant and Contract Special Projects | Complete the following special projects: Deliverable Based Payments Match, Administrative Costs Audit Management, and Coordinating Federal Site Visits | Grants and Contracts Quality Assurance; Contracting and Fiscal Accountability | Special projects will allow PEI to maximize investments. |

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 Prevention Strategies |
| October 1 | Coordination for Youth Prevention and Intervention Services (Annual Rider Report Article IX, Section 17.05) | Youth and Family |
| 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

PEI uses the following key measures of success to track progress towards the objectives established in the [five-year strategic plan](#):

- Achieve positive contract 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 measures provide PEI with the framework needed to monitor its foundational work and serve as the compass for the division to identify where to prioritize its work.

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) | 131 |
| Support Contracts Research, evaluation, technical assistance (8/31/20) | 42 |
| Employees FTEs allocated as of October 1, 2022 (no field staff) | 75 |
| Youth and Families Served Unique Youth and Families served in FY 2021 (most recent year for which data is available) | 57,068 |
| Visits to GetParentingTips.com Total page views December 15, 2020 – June 31, 2022 | 5,143,435 |

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 2023 |
|--|---|------------------------------------|
| <p>Healthy Outcomes through Prevention and Early Support (HOPES)*</p> | <p>Project HOPES provides a wide variety of innovative community-based initiatives and supports for families with children zero to five years of age.</p> <p>In FY 2023, DFPS reallocated Helping through Intervention and Prevention (HIP) funding to HOPES programs to further strengthen the agency's ability to improve support and services to pregnant and parenting youth.</p> | <p>9,234</p> |
| <p>Texas Home Visiting (THV)</p> | <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.</p> <p>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 (HIPPY); 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> | <p>5,691</p> |

| | | Projected number served in FY 2023 |
|--|--|------------------------------------|
| 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 (HIPPPY); 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 Youth

| | | Projected number served in FY 2023 |
|--|--|------------------------------------|
| 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 2023 |
|--|--|------------------------------------|
| Program | Description | |
| | CYD provides services in zip codes with high incidences of juvenile crime. Communities prioritize and fund specific prevention services to address their community level needs. | |
| 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 2023 |
|---|--|------------------------------------|
| 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 helpline 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. Fatherhood EFFECT’s scope includes 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 |

| Program | Description | Projected number served in FY 2023 |
|---|---|------------------------------------|
| Texas Service Members, Veterans, and Families (SMVF) | Through supports such as parenting, education, counseling and youth development programming the SMVF program: <ul style="list-style-type: none"> • Builds on the strengths of both caregivers and youth to promote strong families; Partners with military and veteran caregivers to support positive parental involvement in their youth’s lives; • Partners with military and veteran caregivers to maximize their ability to give their youth emotional, physical and financial support; and • Builds community coalitions focused on promoting positive outcomes for children, youth and families. | 1,954 |
| | 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 organizations. These grant opportunities allow PEI to serve children, youth, and families within communities that could benefit from additional resources. PEI developed a plan 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 Request for Application (RFA) process. PEI continued to execute all relevant grant agreements timely 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 |
|-----------------------------|------------------|----------------|----------------------------------|
| FAYS (Formerly STAR) | December 2017 | August 2023 | Applications due October 6, 2022 |
| Fatherhood EFFECT | September 2019 | August 2024 | Fall 2023 |
| HOPES | September 2019 | August 2025 | Summer 2024 |
| SMVF | September 2021 | August 2025 | Fall 2024 |
| TNFP | September 2021 | August 2026 | Spring 2025 |
| CYD | September 2021 | August 2026 | Fall 2025 |
| THV | September 2022 | August 2027 | Fall 2026 |
| SYSN | September 2022 | August 2027 | Summer 2026 |

*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 75 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.

Contracting and Fiscal Accountability accounts for the largest share of staff (22) followed by the Early Childhood team and Youth and Family team (19 combined), the Research and Safety team (12), the Policy and Prevention Strategies team (9), The Grants and Contracts Quality Assurance team (5), 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 | 4 |
| Program Support Officer | 1 |
| Manager IV | 5 |
| Program Specialist VII | 1 |
| Manager II | 4 |
| Program Specialist VI | 11 |
| Program Specialist V | 23 |
| Information Specialist IV | 2 |
| Program Specialist III | 2 |
| Contract Manager | 10 |
| Executive Assistant II | 1 |
| Contract Technician III | 4 |
| Contract Monitors | 2 |
| Contract Specialist II | 1 |
| Administrative Assistant III | 2 |
| Total FTE | 75 |

Chief Prevention and Community Well-Being Officer Direct Reports

(As of October 2022)

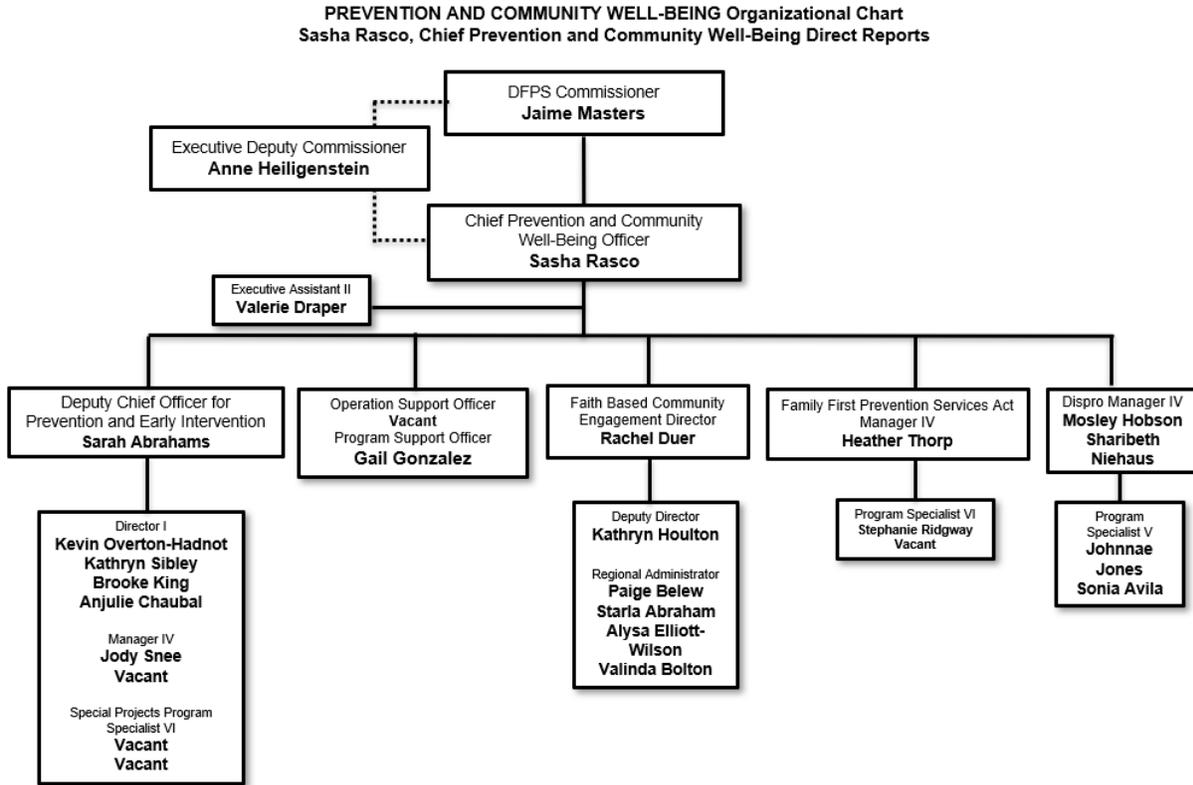


Figure 1: Organizational chart for The Chief Prevention and Community Well-Being Officer Direct Reports

Deputy Chief Officer for Prevention and Early Intervention Direct Reports

(As of October 2022)

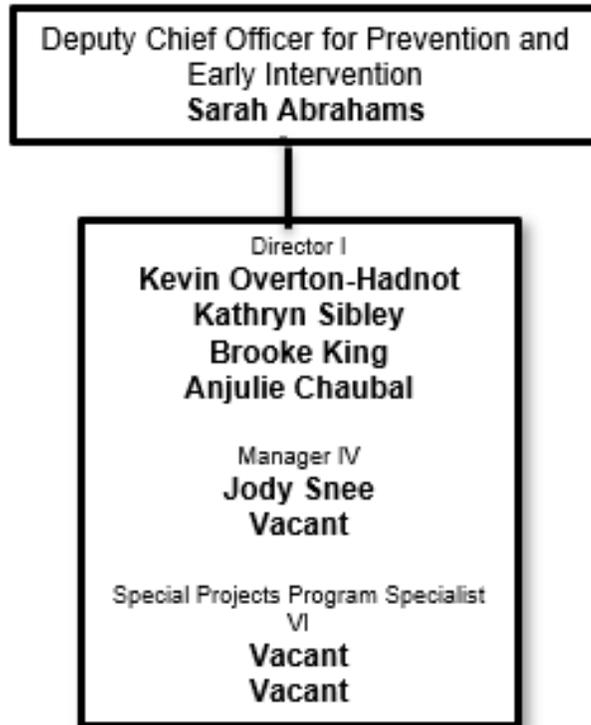


Figure 2: Organizational chart for The Deputy Chief Officer for Prevention and Early Intervention Direct Reports

Policy and Prevention Strategies Team

(As of October 2022)

**PREVENTION AND EARLY INTERVENTION Organizational Chart
Policy and Prevention Strategies Team**

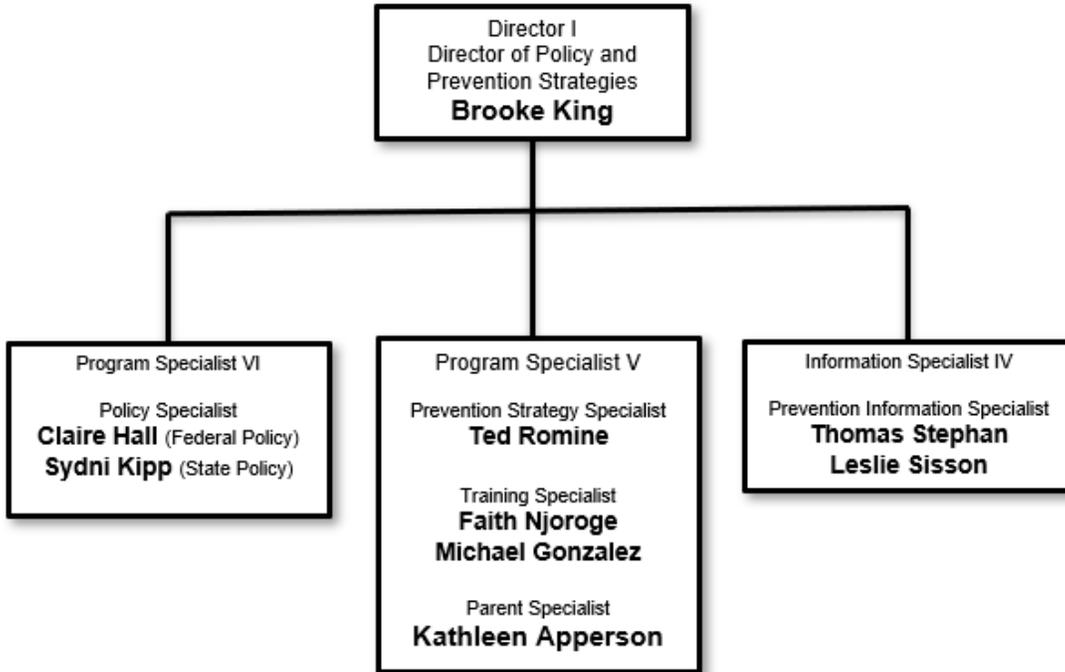


Figure 3: Organizational chart for PEI's Policy and Prevention Strategies Team

Early Childhood Team

(As of October 2022)

PREVENTION AND EARLY INTERVENTION Organizational Chart Early Childhood Team

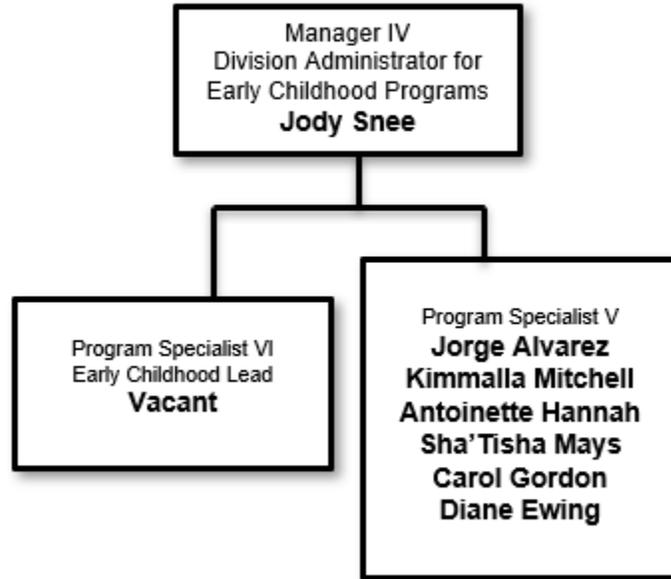


Figure 4: Organizational chart for PEI's Early Childhood Team

Youth and Family Team

(As of October 2022)

PREVENTION AND EARLY INTERVENTION Organizational Chart Youth and Families Team

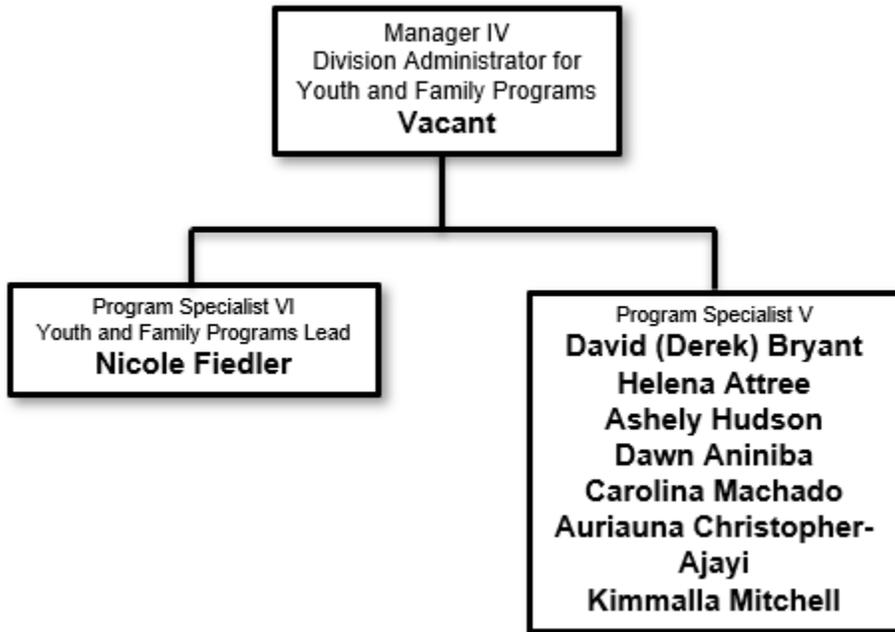


Figure 5: Organizational chart for PEI's Youth and Families Team

Contracting and Fiscal Accountability Team

(As of October 2022)

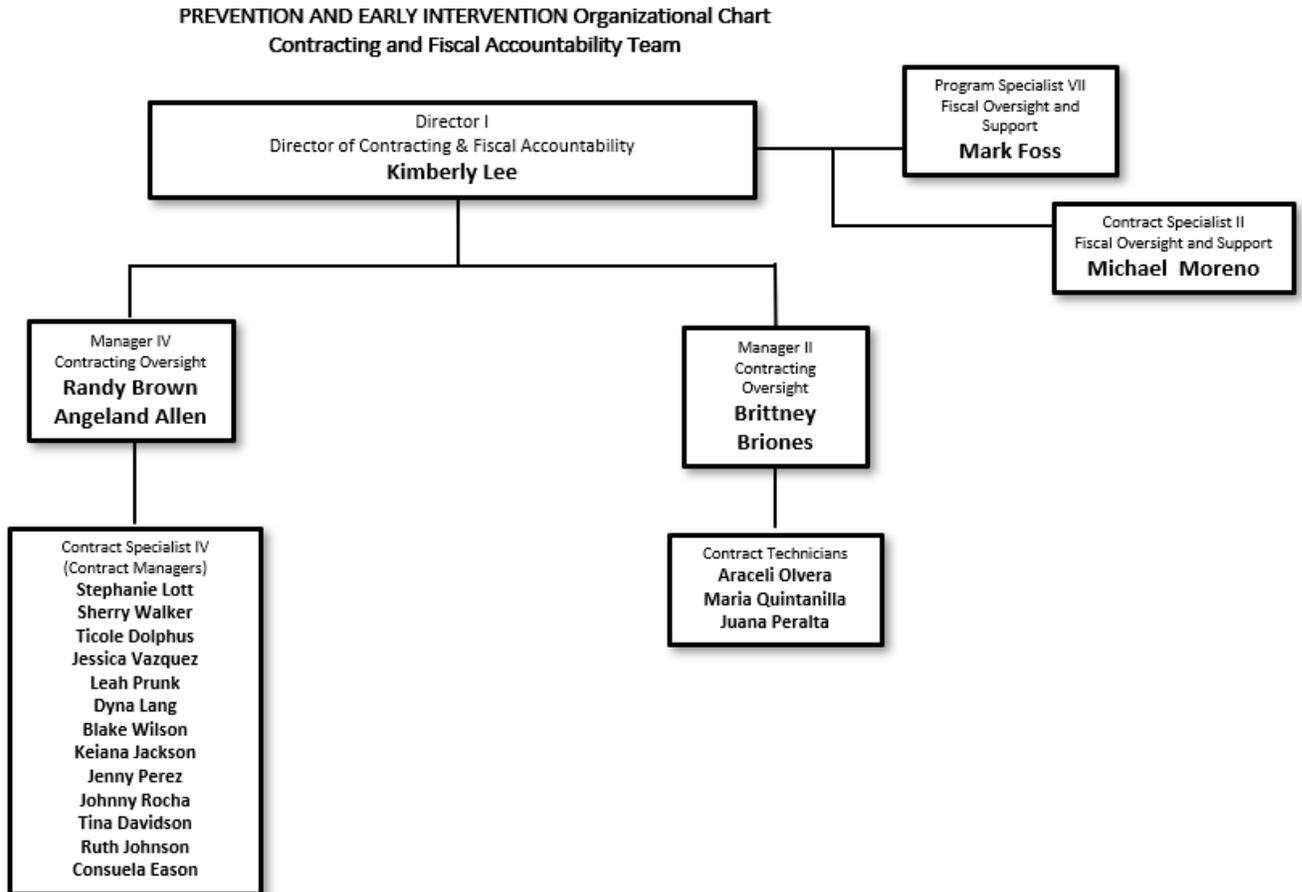


Figure 6: Organizational chart for PEI's Contracting and Fiscal Accountability Team

Grants and Contracts Quality Assurance Team

(As of October 2022)

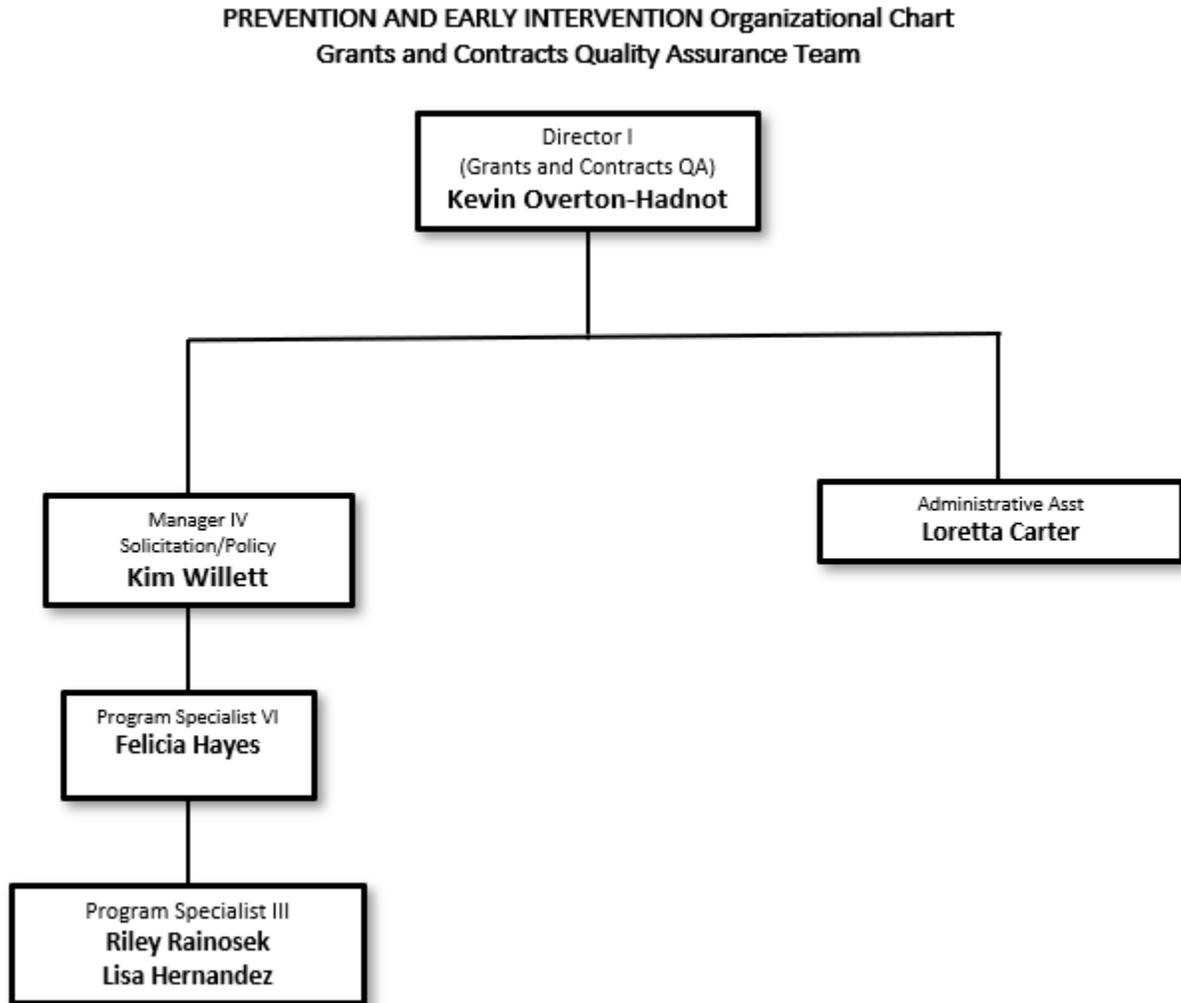


Figure 7: Organizational chart for PEI's Grants and Contracts Quality Assurance Team

Research and Safety Team

(As of October 2022)

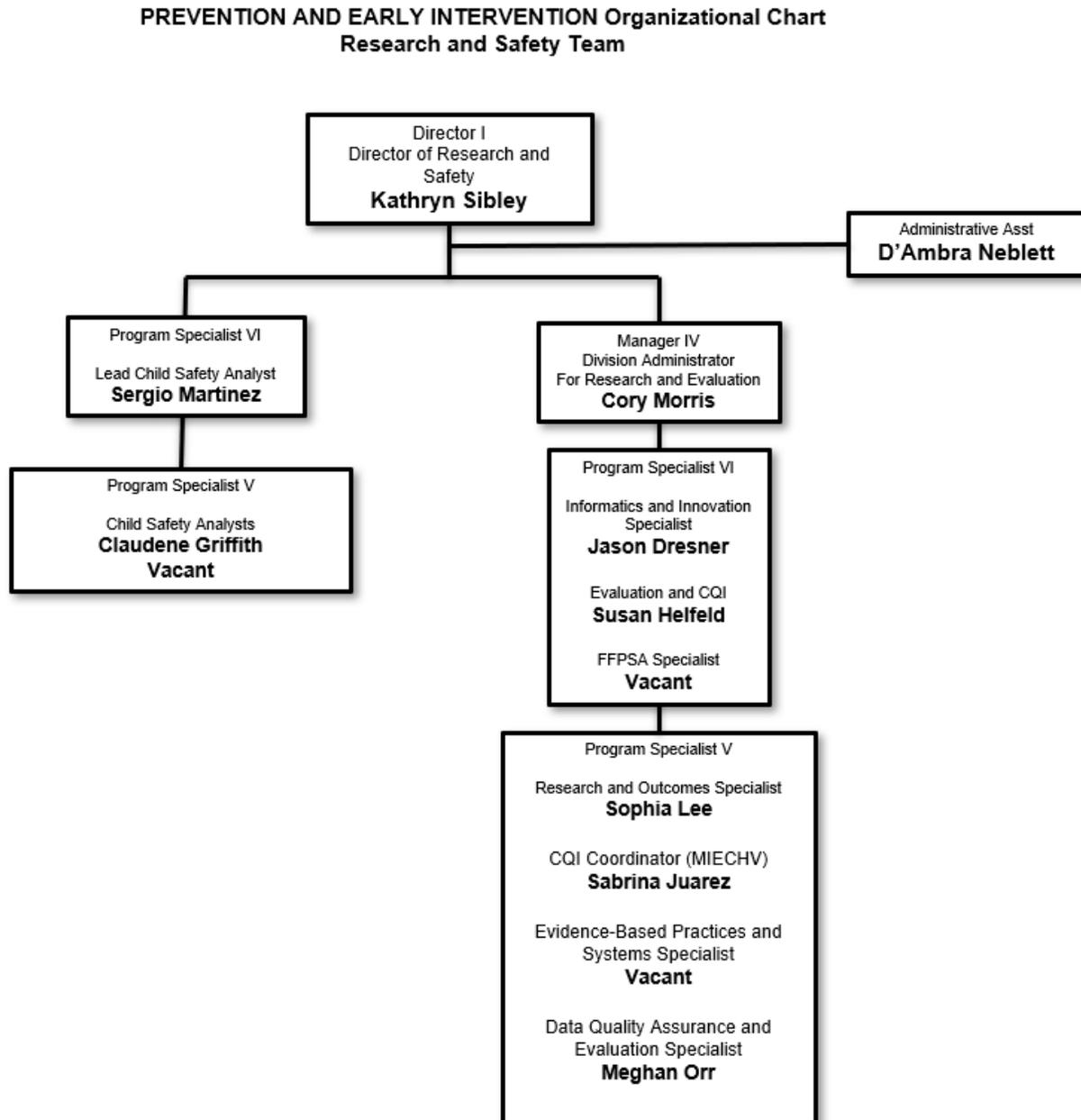


Figure 8: Organizational chart for PEI's Research and Safety Team

Appendix B: PEI Initiatives for Fiscal Year 2023

During Fiscal Year 2023, 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 Advisory Council
- Youth Ambassador Initiative
- Youth Summit

Objective Two: Maximize Investments in Prevention

- Maximize Investments
- DFPS Contract Oversight and Support Steering Committee
- PEI Staff Development
- Staff Retention
- 88th 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
- Support a Public Health Approach to Addressing Child Maltreatment
- Pediatric Brain Summit

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

- Disaggregate Data by Race and Ethnicity
- Diversity, Equity, and Inclusion (DEI) Workplan
- Bright By Text

Objective Six: Address the Root Causes of Family Vulnerability

- Family Resource Centers
- Early Intervention Court Liaisons
- Kinship Navigator
- Innovation Grants

Objective Seven: Support Effective Collaborations:

- Professional Development of the Prevention Workforce
- Participate in State Level Interagency Collaborations, Coalitions, Task Forces and Workgroups
- Child Safety Summit
- Texas Prevention Framework Workgroup
- Coordinate Efforts to ensure Pregnant and Parenting Youth in Care Receive Referrals/Services