

April 9, 2021

PPP Meeting Notes

Attendance:

Table 1: PPP Committee Members

Present	Name	Title	Organization
Yes	Glenn Scruggs	Director/Program Administrator	The Giocosa Foundation
Yes	Andy Homer	Director of Public Affairs	Texas Court Appointed Special Advocates (CASA)
Yes	Judge Rob Hofmann	Judge	452nd District Court
Yes	Trevor Woodruff for Deneen Dryden	DFPS Deputy Commissioner/PPP Co-Chair	Department of Family and Protective Services
Yes	Wayne Carson	CEO	ACH Child and Family Services
Yes	Hector Ortiz	CPS Director of Conservatorship Services	Department of Family and Protective Services
Yes	Katie Olse	Executive Director	Texas Alliance of Child and Family Services
Yes	Jenifer Jarriel	President/PPP Co-Chair	DePelchin Children's Center
Yes	Scott Lundy	CEO	Arrow Children and Family Ministries
Yes	Michael Redden	Executive Director	New Horizons Ranch and Center
Yes	Anne Heiligenstein	Director of Texas Strategic Consulting	Casey Family Programs
No	Jean Shaw	Associate Commissioner for CCL	DFPS Child Care Licensing
Yes	Judge Melissa DeGerolami	Judge	Child Protection Court of South Central Texas
Yes	Michael Loo	President & CEO	Upbring
Yes	Leslie Strauch	Supervising Attorney	Children's Rights Clinic at the University of Texas School of Law
Yes	Denise Blakney	President	Building Future Families
Yes	Allicia Frye	CEO	Jonathan's Place
No	Prince Hayward	Youth Policy Specialist	Texas Network of Youth Services
Yes	Jimmy Moore	President	Children's Home of Lubbock
Yes	Jamie Bernstein	Executive Director	Texas Supreme Court Children's Commission

Other Attendees:

Meeting held virtually. Multiple public and DFPS staff in attendance.

Welcome and Introductions: Jenifer Jarriel, PPP Co-Chair

- Thanks for participation
- Acknowledge recognizing Child Abuse Prevention Month

Foster Care Litigation Update: Tiffany Roper, DFPS General Counsel

- In January court held the state in contempt on 13 remedial orders
- Compliance hearing on May 5th
- Anticipating there will be monitor's report coming out in near future
- One report was released in June 2020 and anticipate that the next will be similar and cover remedial orders as well as other orders
- Continue to move forward as quickly as possible on compliance efforts
- DFPS, monitors and the court want to see compliance as quickly as possible
- After hearing in May, DFPS will be able to give an additional update about next steps during July PPP

Legislative Update: Christianna Burwell, DFPS Government Relation and David Kinsey, DFPS CFO

- Session began in January 2021
- 820 bills DFPS is tracking, 560 in House and 260 in Senate
- Some bills are just beginning to move out of committee
- Have now started formal meetings in committees and we will likely see bill movement from these meetings as well
- Commissioner Masters very visible during session and this is noticed by members
- 51 days left in session. Lots of work left to be done
- By next PPP, DFPS will know more about what has passed and have more information about the implementation process

State of Child Welfare System: Jenifer Jarriel

- Acknowledgement of Challenges
 - Continue to navigate impact of pandemic
 - Including issues related to vaccines, who receives them etc.
 - Snow storm brought challenges in addition to heightened monitoring activities during that time
 - Heightened Monitoring continues and all are working through it
 - Workgroups are being formulated to help better inform heightened monitoring process
 - Heightened Monitoring – Hector and Erica will be working with field on ways to streamline process and to address delays. DFPS is also looking at ways to automate the process.
 - Capacity is an increasing need with many factors effecting capacity at this time
 - Providers dealing with unaccompanied minor situation
 - S. Lundy: Do have we aggregate data about how much diminishment of capacity that we have?
 - Yes, we have that but not with us. DFPS committed to help drop this trend. DFPS will send numbers.
 - J. Moore: What bills are we tracking that may help with diminished capacity?
 - SB 1896 Legislature is aware of capacity issues and there is a desire to help

- Achievements Despite Challenges
 - Organizations are resilient and find ways to provide support and make things happen
 - Ongoing dialogue
 - Look for positive ways to innovate despite challenges
 - 8b catchment area was awarded and provides another opportunity to understand how CBC will work

Regional CBC Updates (Q/A): SSCC's

- 8b – BELONG, a division of SJRC Texas: Tara Roussett indicated that the BELONG team is working on start up activities
- 3b – OCOK: Dr. Wayne Carson
 - Children at risk for suicide/self harm - % of care days with family has increased and shown growth but has flat lined in 2020 and believe due to COVID. Did not lose ground but did not gain
 - Complex Autism/Developmental Needs – continue to show increase in placement of these kids in family setting from 35.5% in 2017 to 63.5% in 2020
 - Placement within 50 miles of home showed growth initially and sustained with foster homes. Recent focus on RTC capacity has resulted in those children in RTC's placed within 50 miles of home from 5% in 2015 to 50% in 2020. It has taken years to build this capacity and it is finally starting to pay off. Concern voiced about 2021 as RTC's are hesitant to take kids with high acuity.
 - Average caseload size – OCOK learned they were not calculating this exactly like CPS. OCOK efforts to get size down to 14.5 In March 2020 avg. was 19.8 and Feb. 2021 avg 14.5. OCOK met with monitors in Dec. and learned they calculate differently.
 - Court monitor's use average for its evaluation. To maintain compliance with monitors requires no one worker with over 17 cases. OCOK learned that 53% of their workers had more than 17 children in March 2020 and down to 26% in Feb. 2021. This really shows a different picture. OCOK thought they were doing well but understanding how monitors calculate helped them to better understand the expectations. Court order specific to PMC kids but OCOK's efforts include all kids.
 - Discussion about turnover and challenges to maintaining workforce and OCOK strategies to address this
- Region 2 – 2INGage: Dr. Linda Garcia
 - Accomplishments/Achievement/Innovations
 - Timely court reports. Feb. 2021 91% timely and March 2021 93% were completed timely. In correlation with this is FPOS timely completion which has increased from March 2020 being last in state to March 2021 over 90% completed timely. 2INGage focused attention is paying off.
 - Workforce – continue to work on recruiting and training. Trying to work on exits and that is starting to trend down. 2INGage are at around 4 exits per month now.
 - Shared story about Solution Focused Casework and how a family was able to be reunified prior adversary hearing.
 - Shared story about work of Permanency Case Manager and their engagement with family.
- Region 8a – Family Tapestry – Raquel Garza-Martinez
 - Youth
 - Total number of youth served 2-1-2019 to 2-1-2021
 - 5093 youth
 - 74% of youth served were ages 0-12
 - 26% of youth served were teens ages 13-17
 - On any given day, there are roughly 1850 youth in paid foster care in Bexar County.

- Over 99% of all children/youth successfully placed within seven-hour timeframe.
- Challenge: Capacity, Capacity, Capacity
 - Appropriate capacity for the less than 1% of kids not successfully placed
 - 90 total youth were without placement from December 2020 to April 2021
 - December 2020 – 8
 - January 2021 – 20
 - February 2021 – 23
 - March 2021 – 34
 - April 2021 – 6
 - Resulting in overnight stays at the Intake Center
 - Average number of youth per week – 13
 - Average length of stay – 8 days
 - Average age of youth - 15
 - Conditions/characteristics attributing to non-placement
 - Youth with IDD and/or Autism
 - Chronic runaway
 - Child Sexual Aggression
 - Criminal histories
 - Substance use
 - Aggression
 - Self-harm
 - Other complex medical needs
- Solutions
 - Network capacity development
 - Data analytics for targeted training and recruitment
- Capacity
 - Pros
 - Added Licensed Foster Homes: 417
 - Total Bexar County licensed foster home bed capacity (as of April 21, 2021): 1210
 - Added 19 new contracts (202 contracts)
 - Cons
 - Lost 475 residential beds in the past year
 - Terminated six contracts
- Community Engagement
 - January
 - Filmed Family Tapestry staff for Stage II recruitment video
 - Single Source Continuum Contractor Communication Monthly meeting
 - February
 - Church Heat Map Project: Identified churches in the top nine zip codes of removals
 - Foster Care Recruitment Workgroup
 - COVID-19 Vaccine San Antonio Metro Health Town Hall
 - Region 20 Educational Service Center Presentation to the McKinney Vento Foster Care Liaisons
 - Friday February 5, 2021 – KSAT 12 news – New Family Tapestry adoption portal giving Bexar County foster kids a voice
 - March

- Monday, March 1, 2021 – News 4 San Antonio – New website shows faces and stories of local kids who need homes
 - KABB Fox 29 News – New website shows faces and stories of local kids who need homes
 - Saturday, March 13, - KENS 5 at 10:00 pm and Sunday, March 14, 2021 in the morning – Teen hoping to be adopted before she ages out of foster care system
 - Saturday, March 20, 2021 – KENS 5 at 10:00 pm and Sunday March 21 in the morning – Meet 10 year old foster child, Daniel
 - Saturday, March 27, 2021 – KENS 5 Forever Family aired at 10:00 pm and Sunday, March 28, 2021 in the morning – 15 year old Miquel loves music, loves hoops and would love to join a home
 - Virtual Match Event on March 31, 2021
- Additional discussion from group regarding capacity issues.
 - Seen increase in number of children with SSCC’s and legacy placed out of state
 - Children out of state also subject to HM and state does same with them
 - Existing RTCs are risk adverse
 - No known loss of capacity due to taking unaccompanied minors
 - Need to monitor this and many providers have been approached; the money is significant and the regulatory environment is very different
 - Also a contributing factor impacting RTC’s is the attitude of licensing. When licensing visits facilities and INV underway, facilities feel the attitude is “I am going to get you” with the intent to find something wrong
 - This cannot help and discourages RTC’s to take kid.
 - We need to work together to help ensure that the divide between DFPS, HHSC and provider network does not widen.
 - Region 1 - Saint Francis Community Services: Cristian Garcia
 - Community Work and Partnerships
 - Created and are working through the Strategic Partnering Initiative with Region 1 Providers
 - Using an outside consultant
 - Growing capacity through regional programming and partnerships (GROs, SIL RTCs)
 - Rooted in relationships
 - Referred over 300 homes to CPA in area and monitoring their timeliness of response including how many move forward and which partners license the homes.
 - Had RTC choose to stop operations and St. Francis quickly recruited someone to step in to work with provider for transition.
 - Fosterling Life Youth Ranch, instead of losing 16 beds, S. Francis maintained 16 beds and added 4 more with a plan to add 16 more.
 - Also another provider purchased a property and working on opening 16 more beds
 - Also STEP beds created to help with short term needs to keep kids out of offices
 - Anticipating 36 more beds in next two quarters
 - Also added 8 new higher acuity beds thru model used by Florida provider who also plans to build 8 additional beds.
 - Capacity building requires adjusting thoughts and process as these models and resources come together.
 - Continued adoption and foster care recruitment through social media and news outlets
 - Created new CBC advisory group, looping in Region 1 partners and stakeholders.

- Impact of Our Work
 - #BringMeHome Campaign is moving the needle bringing children back into Region 1
 - Building a network of supporters that completely outfitted our large child visitation rooms with furniture, books, games, puzzles, TVFs, an Xbox, and will be replacing a washing machine and dryer
 - Building our GO FUND through local donors to support certain financial needs of the children we serve

CBC Lessons Learned & Next Steps: Ellen Letts

- CBC Process Evaluation Recommendations:
 - CBC should be “refocused” to allow local communities to drive implementation.
 - Continue to work on defining roles & responsibilities of CBC State Office implementation team, regional CBC staff and SSCCs
 - Created internal CBC Project Guide
 - Released SSCC Authority Letter to CBC applicable state & local community stakeholders
 - Moved to more regional autonomy to implement CBC with guidance from CBC State Office implementation team
 - Use implementation to contribute to the scientific evidence base by creating visualizations of conservatorship processes.
 - From continued work with regional CPS and SSCC staff, created multiple process maps for various Conservatorship processes, including ICPC, PAL, Kinship services, Aftercare services, Child Specific Contracts, SIL and others
 - These are housed in a share point site, shared with SSCCs and memorialized in Joint CPS-SSCC Operations manuals
 - Increase transparency & accountability by strengthening the CBC logic model and make it publicly available, and improve data request and data accessibility processes
 - Continue to work with Chapin Hall on the outcome evaluation & development of the fiscal model for CBC Stage III
 - Logic model will be posted on CBC webpage

Goals	Business Changes	Inputs/Resources	Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
<ul style="list-style-type: none"> To create sustainable placement resources in communities that meet the service needs of children and youth in foster care, using the least restrictive placement settings To contract with community-based nonprofit and local government entities to provide case management services to children and their families To promote community ownership, flexibility, and innovation in providing services to children and families 	<ul style="list-style-type: none"> Competitively procure Single Source Continuum Contractors (SSCC) to provide placement and foster care services in designated geographic areas (Stage I) Contract with the SSCC to provide case management services to children in the temporary or permanent managing conservatorship of the department, their families, relatives, and kinship caregivers; and to young adults in extended foster care (Stage II) Compensate SSCCs for start-up and network development costs Resource transfer for purchased services and other resources Use a single blended foster care rate and exceptional care rate Case Management and stage II resource transfer Utilize performance-based contracts that include incentives and remedies 	<ul style="list-style-type: none"> Public Private Partnership DFPS state leadership and CBC implementation team Designated CBC Catchment Areas Local CBC administrators, contract administration managers, and quality assurance staff Funding structure and risk sharing mechanisms Fiscal model for Incentives and remedies Interoperability of IT systems Established Quality Indicators Performance, quality assurance, and continuous quality improvement data and processes Independent process and outcomes evaluator 	<ul style="list-style-type: none"> Competitive procurement Staged rollout Communication and change management plan Regionally established operations manuals with protocols for DFPS and the SSCCs DFPS-SSCC transition plans for resources, services, and case management Readiness assessments Transitional support and training SSCC IT systems SSCC development and management of foster care network and service contracts SSCC case management model CANS Initial and ongoing assessment of child and family service needs Single plans of service for children and families SSCC payment structure and utilization Reviews 	<ul style="list-style-type: none"> Community ownership and partnerships Adequate local foster care placement capacity Placement settings that meet children's therapeutic needs in least restrictive settings Support for kinship placements Services that meet the medical, developmental, emotional, and behavioral needs of children while in care Reunification services / services that meet the needs of the families with children in care Maintenance of contact between children and their families and important persons Services that respect each child's culture Education stability Preparation of children and youth in foster care for adulthood Opportunities, experiences, and activities that are available to children and youth not in foster care Participation by children and youth in decisions that impact their own lives 	<ul style="list-style-type: none"> Safety of children in placements Placement of children in their home community Sibling groups placed together Minimal placement changes More time spent in least restrictive settings – foster family homes, own home, relative home Youth exiting care to adulthood are prepared for independent living Minimizing moves that disrupt children's or youth's personal connections and educational progress 	<ul style="list-style-type: none"> Decreased paid foster care days for children under age 18 Improved permanency outcomes with no increase in the return-to-care rate Reunification of children with their biological parents when possible Placement of children with relative or kinship caregivers if reunification is not possible. Decreased non-permanent exits

• Recommendations/Comments

- M. Redden : Allow community to drive process before implementation and before contract signed.
 - Letter received from Region 9 about the needs in that community that make it unique and have unique needs to be ready.
- M. Redden: Recall that design for CBC is about the ability for each area to drive from the community this is what makes the most sense. May not have 1 agency that has the ability and experience to do this. Was desire of PPP group to not have lead agency model but to allow agencies to work together. Not sure that it has been flexible enough for that to occur like intended. Example: Only one agency is required on the contract and that works against the language of intent of CBC. Would like to look at decisions and process before we reach a point of contract signing.
- S. Lundy: Original intent was that there would also be opportunity for organizations to form consortium to bid. From contract perspective is there a vehicle or avenue for that to happen? Assume that you could have multiple organizations that form a company and it is the company that bids. By contract, that entity is required to have CPA license and history with TX. Assumption that all partners in the company's experience would count toward that. Is there an avenue for this?
- M. Redden: Example was first RFP in Region 2 with TFI and New Horizons got together on the RFA; seemed to indicate that the agency was looking for an organization to be created. They then created a new non-profit named 2INGage which is a 501c3 organization. When presented on RFA, did not appear that DFPS leadership had read proposal. When asked to talk about financial history the answer for TFI was not good enough as they wanted a specific answer about 2INGage. Same happened with history of serving kids and then New Horizons tried to answer but that was not accepted. Now we have the opportunity to create a way that groups can join together to respond.
 - T. Woodruff responded that we will need to look at process from front to back including how procurement is conducted.
 - J. Davis responded this has been a work in process as we have also had to work with HHSC and it has been a process for them as well. However, as time has gone by, HHCS has gotten better at understanding the approach. The types of consortium that people are talking about are appropriate for SSCC. In regard to looking at experience we look at the experience

of who is running the company and others. Mother organizations can be looked at as well as experience of subs. Likewise, we can look at experience of consortium.

- Concern about organizations needing CPA license. Is concern there is not enough time? Not sure that time is issue but question if you must have CPA license, will department recognize the combined agency. If one can have license, then TX will only want to contract with lead agency.
- S. Lundy: If you form a consortium and obtain a CPA license then you are also being audited with licensing now. There are some processes that make it hard to form consortium and make it hard to bid on CBC contract.
 - Response: CPA license required because required by licensing.
- M. Redden: If you have 1 partner agency that will do the licensing piece then why does the SSCC need their own CPA license?
 - Response: We will go back and look at this.
- Judge Hoffman: This is the first time I have heard anyone talk about the report regarding implementation process being published. It was not delivered to PPP members, not able to find on CBC website. Happy to hear Trevor acknowledged that the catchment area process is flawed. Question is with that understanding and reading the report is DFPS going to reevaluate the catchment areas before we move forward with RFA for 3w, 9 and 4 & 5.
 - T. Woodruff: We are in the middle of an appropriations process. These are good points but also need for improvement. We are actively working on how to make it better.
- Judge Hoffman: Understand that we are in the appropriations process and that these were selected based on feedback from PPP and feels that is incorrect. Report also asks what readiness for success is. Region 9 is not ready for success.
- J. Bernstein: We are invested in seeing more courts and attorneys as being in the selection and readiness process. Need more community engagement in selection process.
- Judge DeGerolami: Seeing more improvement in this area of reaching out to courts.
- S. Lundy: Improvement in communicating catchments from beginning but feels that DFPS needs to announce order of all catchments now. Realizing that DFPS may not be able to say when but at least the order.

CBC Implementation Updates: Ellen Letts

Reports

- Rider Reports: Published 3/31 and 4/1
- Rider 15: Report selected performance measures identified by the Legislative Budget Board (LBB) that will allow for comparative analysis between the legacy foster care and the Community-Based Care systems
- Rider 29: Report on the implementation of Community-Based Care

Catchment Area Selection

- Based on PPP recommendations, previous process evaluations, stakeholder survey & input from previous RFI's
 - Geographic Area: Rural vs. Urban
 - Level of Stakeholder Support
 - Child & Family Outcomes

- Proximity to Existing Catchment Areas
- Foster Care & Services Capacity
- CPS Alignment & Stability of Workforce
- Community & Stakeholder Resources.

Comments

Judge Hoffman: Shocked that lines remained the same. If CPS alignment will be the determining factor. If someone is telling you these lines were drawn based on feedback from PPP members that is not accurate. Many have explained why these areas are not appropriate. Also want to talk about Llano county. Region 9 is not ready. Don't want to read letter or repeat testimony. Have history with CBC in Region 9 and hope is that we stop where we are and have serious consideration of these regional lines. Llano county since the beginning has been in same court district, CASA area etc. No two counties that are more aligned in the state of TX. Fact that you have not put those two counties in same catchment area shows this map is faulty. Think need to break and go back to drawing board to consider lines. If you want CBC to be successful must think outside box. If legislature wants us to have 500 new entries in care as a requirement let them do so, otherwise that is arbitrary.

T. Woodruff: This has to be rethought and look at 500 again recognizing this has to be fiscally sound. Concerned about these lines and the consequences that it has for us moving forward.

S. Lundy: Also remember that was based on rate at the time and the dollars in the system at that time. If we drop below that there may be ways to make it financially viable with the blended rate. We know more now than we did about effects of donut hole 8a. Have others coming with 6a and 6b- are their lessons learned to be applied to that area?

K. Olse: Need to consider effects of FFSPA and reduced number of kids coming into care.

J. Jarriel: Question about new CBC Director position that is posted.

T. Woodruff: With FCL Commissioner put team together to focus on this and we have moved the needle. Now Commissioner will have a position that reports directly to her to focus attention on CBC and move the needle.

Wrap up and adjourn

Next Meeting: Friday, July 9, 2021