



# **Legislative Appropriations Request for Fiscal Years 2016-2017 Joint Budget Hearing**

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

**September 9, 2014**

**John J. Specia, Jr., Commissioner**

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## **I. Agency Mission**

The mission of the Department of Family and Protective Services is to protect children and people who are elderly or who have disabilities from abuse, neglect, and exploitation by involving clients, families, and communities.

## **II. FY 2014-15 Critical Budget Issues**

## Additional Funding Needs

- DFPS has a projected biennial net shortfall of \$68.5 million GR due to increasing caseloads, declining federal IV-E, and increasing support costs that were underestimated by the agency.
- This need will be addressed with the following finances:
  - Using available GR balances of \$20.7 million GR in DFPS
  - Using \$44.2 million in federal TANF balances; and
  - Addressing the remaining estimated need of \$22.4 million in entitlement programs during the 84<sup>th</sup> Legislature
- Recent updates to caseload projections indicate increasing FY 2015 needs in the following areas:
  - Relative and Other Caregiver payments
  - Foster Care Payments

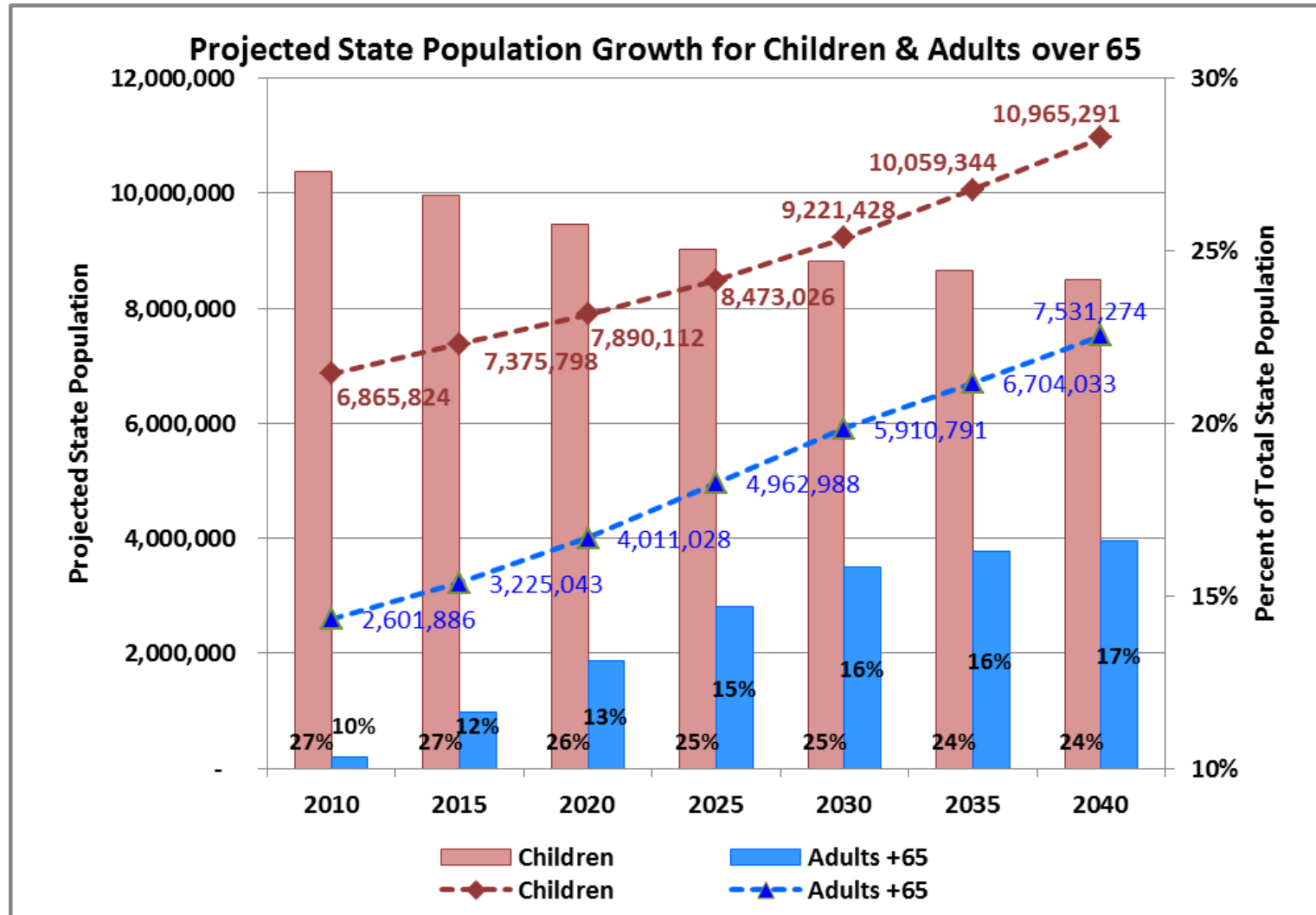
## FY 15 Federal Funding Uncertainty or Sequestration

- For the 2014-15 biennium, federal funds represent 50 percent of DFPS funding.
- Congress has yet to enact federal fiscal year 2015 appropriation bills for U.S. Health and Human Services, the source of DFPS federal funds. Because of the uncertainty for FFY 2015, DFPS' LAR assumed continuation of funding at prior grant levels.
- Congressional actions could result in the following:
  - Enacted appropriations within the discretionary funding caps (possible reductions)
  - Sequestration, if enacted appropriations exceed the discretionary funding caps, or
  - There is a House proposal to overhaul poverty programs into a single block grant for states, the Opportunity Grant.

### **III. FY 2016-17 Key Budget Drivers**

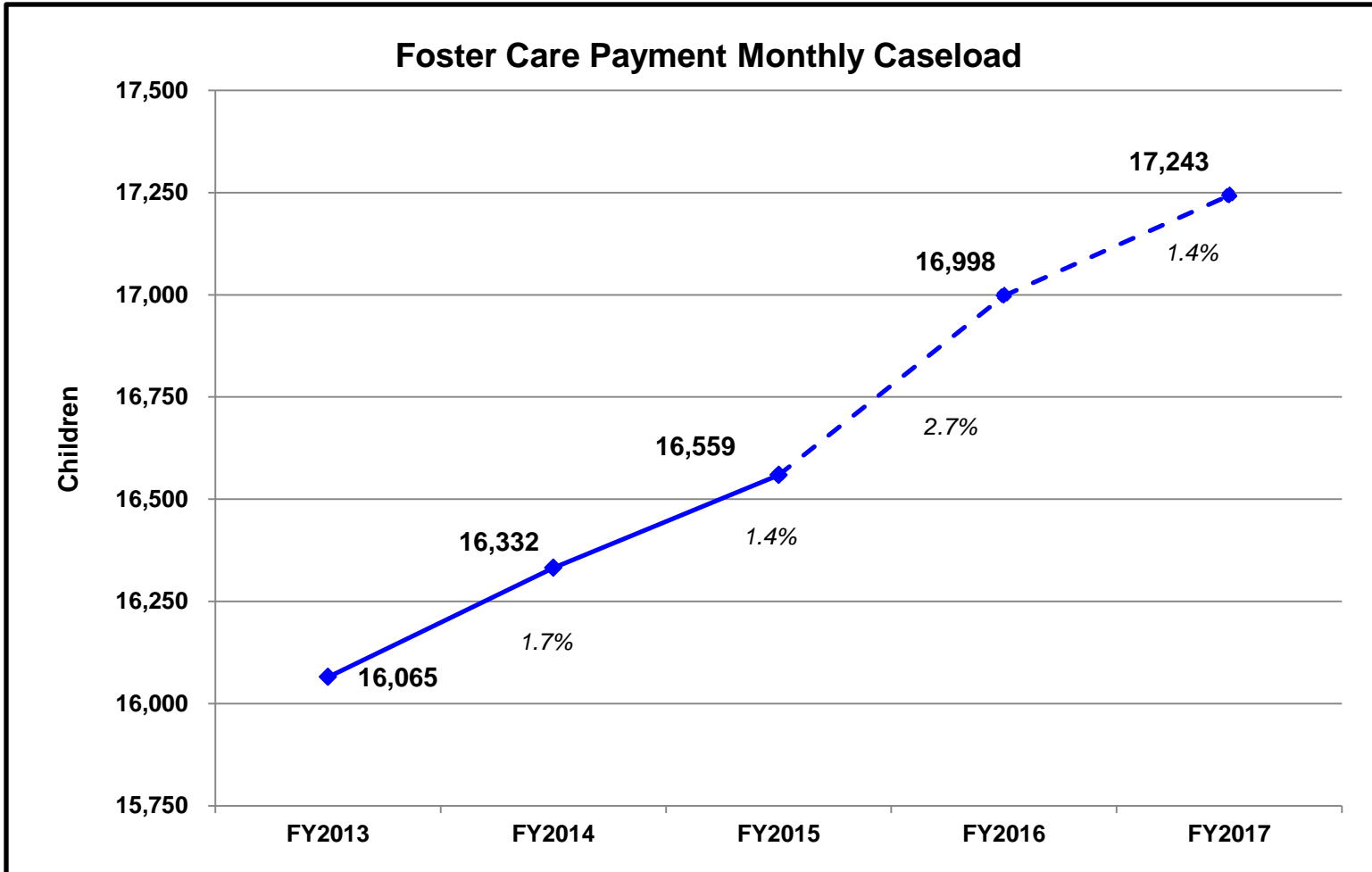


# Population Growth 2010-2040

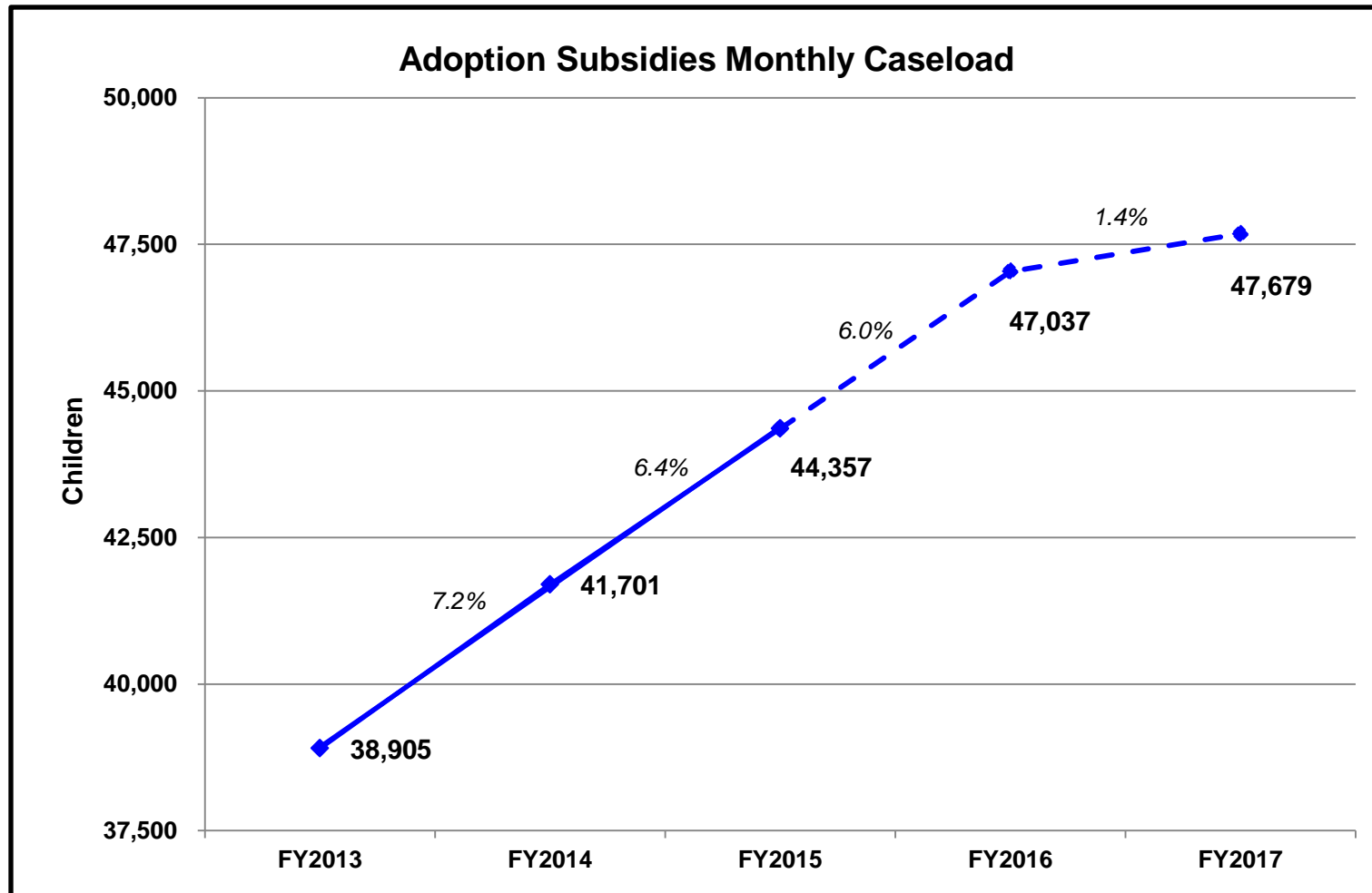


Projections are from the Texas State Data Center

# Caseloads – Foster Care



# Caseloads – Adoption Subsidies



**Title IV-E Foster Care:** The FY 2016-17 Base Request has \$15.8 million less in Foster Care Title IV-E than the 2014-15 biennium.

## Declining IV-E Penetration Rates

FY 2013	40.458 %
FY 2014	37.008 %
FY 2015	35.416 %
FY 2016	33.540 %
FY 2017	31.650 %

- The IV-E penetration rate is the percentage of children in the legal responsibility of the State eligible for federal entitlement funding.
- The penetration rate is used to determine the amount of federal IV-E administrative claiming for CPS direct delivery staff and other allowable administrative and training expenses.
- This decline is the result of tying IV-E eligibility to the aid to income and asset standards put in place in 1996 with federal welfare reform.
- There is greater impact in Texas due to the number of kinship placements not verified as foster homes. Children in those placements are not counted in the calculation of the penetration rate.

**Title IV-E Adoption Assistance:** The FY 2016-17 Base Request has \$24.7 million more in Adoption Assistance Title IV-E than in the 2014-15 biennium.

## De-linking of Adoption Assistance

- Eligibility for IV-E funding is being increased over a nine year period FY 2010-18. Federal law was changed to “de-link” a child’s eligibility from outdated AFDC income requirements.
- The de-linking began with 16 year old children and those who spent at least 60 months in care, and their siblings. Each year, the eligibility criteria for age decreases by two years.
- For FY 2014-15 the applicable age is 4, and for FY 2016, it is 2.
- As a Maintenance of Effort requirement, state savings resulting from this new IV-E eligibility rule must be invested in services provided under Title IV, Parts B or E.
- With continued caseload growth, the state savings remain in this strategy to help fund the additional cost of the caseload growth.

## **IV. Summary of FY 2016-17 Request**

# FY 2016-17 Summary of Request

DFPS Goals	FY 2014-15 Exp/Bud	FY 2016-17 Base Request	FY 2016-17 Exceptional Items	FY 2016-17 Total Request	Biennial Difference
Goal 1 Statewide Intake	\$ 40,833,119	\$ 41,173,305	\$ 1,543,394	\$ 42,716,699	\$ 1,883,580
Goal 2 Child Protective Services	2,613,490,834	2,674,848,270	147,581,461	2,822,429,731	208,938,897
Goal 3 Prevention Services	80,704,876	91,013,812	23,906,738	114,920,550	34,215,674
Goal 4 Adult Protective Services	137,505,504	136,540,762	10,646,310	147,187,072	9,681,568
Goal 5 Child Care Regulation	74,229,675	74,429,813	30,652,446	105,082,259	30,852,584
Goal 6 Indirect Administration	103,678,018	108,516,194	21,409,564	129,925,758	26,247,740
Goal 7 Automated Systems	63,304,928	61,165,651	16,437,578	77,603,229	14,298,301
<b>Total Agency Request</b>	<b>\$ 3,113,746,954</b>	<b>\$ 3,187,687,807</b>	<b>\$ 252,177,491</b>	<b>\$ 3,439,865,298</b>	<b>\$ 326,118,344</b>
General Revenue	\$ 1,519,132,748	\$ 1,624,575,308	\$ 235,520,349	\$ 1,860,095,657	\$ 340,962,909
General Revenue-Dedicated	11,371,403	11,371,403		11,371,403	-
Federal Funds	1,564,639,767	1,535,277,672	16,657,142	1,551,934,814	(12,704,953)
Other Funds	18,603,036	16,463,424		16,463,424	\$ (2,139,612)
<b>Total Agency Method of Finance</b>	<b>\$ 3,113,746,954</b>	<b>\$ 3,187,687,807</b>	<b>\$ 252,177,491</b>	<b>\$ 3,439,865,298</b>	<b>\$ 326,118,344</b>
FTEs (in last year of biennium)	12,272.3	11,392.3	1,449.9	12,842.2	1,449.9

Note: Of the 1,449.9 FTEs requested in FY 2017, only 569.9 FTEs are new, 880 FTEs would be restored to FY2015 levels.

# FTE Summary of Request

FTE Comparison of DFPS 2016-17 LAR									
DFPS Goals	Expended	Estimated	Budgeted	Base Request		Exceptional Items		Total	
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
Goal 1 Statewide Intake	407.4	423.8	444.1	436.1	436.1	8.0	8.0	444.1	444.1
Goal 2 Child Protective Services	8235.2	8,990.6	9,604.0	8,881.9	8,819.9	799.4	948.9	9,681.3	9,768.8
Goal 3 Prevention Services	17.3	25.3	28.7	28.8	28.8	5.1	5.1	33.9	33.9
Goal 4 Adult Protective Services	1006	1,026.2	1,045.5	991.5	991.5	73.7	78.9	1,065.2	1,070.4
Goal 5 Child Care Regulation	571.7	612.1	654.7	618.7	615.7	260.2	263.2	878.9	878.9
Goal 6 Indirect Administration	412.3	445.8	495.3	500.3	500.3	140.5	145.8	640.8	646.1
Goal 7 Automated Systems	-	-	-	-	-	-	-	-	-
<b>Total Agency Request</b>	<b>10,649.9</b>	<b>11,523.8</b>	<b>12,272.3</b>	<b>11,457.3</b>	<b>11,392.3</b>	<b>1,286.9</b>	<b>1,449.9</b>	<b>12,744.2</b>	<b>12,842.2</b>

Note: Of the 1,286.9 FTEs and 1,449.9 FTEs requested in FY 2016-17 as exceptional items, only 471.9 and 569.9 are new FTEs. Exceptional Item 1 restores FTEs back to FY 2015 levels, 815 FTEs in FY 2016 and 880 FTEs in FY 2017.



## **V. Summary of Exceptional Items**

The approach and development of our exceptional items addresses these four over-arching goals:

1. Ensure a Solid Foundation for Delivery of Current Service
2. Improve Safety for Vulnerable Children and Adults
3. Improve Permanency and Well-Being for Children and Their Families
4. Build Stronger External Partnerships

# Summary of Exceptional Items

Exceptional Item	FY 16 GR/GRD	FY 16 All Funds	FY 17 GR/GRD	FY 17 All Funds	Biennial GR/GRD	Biennial All Funds	FY 16 FTEs	FY 17 FTEs
DFPS Base Request	\$815,172,535	\$1,588,538,142	\$820,774,176	\$1,599,149,665	\$1,635,946,711	\$3,187,687,807	11,457.3	11,392.3
1 Maintain 14-15 Staffing and Costs (see note)	\$41,422,818	\$46,223,083	\$44,482,124	\$49,415,587	\$85,904,942	\$95,638,670	0.0	0.0
2 Maintain Services for Vulnerable Children, Adults and Their Families	\$8,002,949	\$8,002,949	\$9,802,386	\$9,802,386	\$17,805,335	\$17,805,335	0.0	0.0
3 Maintain Essential Caseworker Tools	\$4,640,074	\$4,917,365	\$1,683,111	\$1,749,732	\$6,323,185	\$6,667,097	0.0	0.0
4 Maintain Staff at FY 16-17 Projected Caseloads at FY 15 Staff Ratio	\$1,226,332	\$1,437,498	\$7,065,958	\$7,979,045	\$8,292,290	\$9,416,543	21.5	117.4
5 Maintain Compliance with Federal Child Care Licensing Requirements	\$15,976,981	\$16,177,168	\$9,409,828	\$9,563,939	\$25,386,809	\$25,741,107	166.1	166.1
6 Create Child Safety Office	\$399,397	\$440,783	\$369,093	\$405,673	\$768,490	\$846,456	5.1	5.1
7 Get Up-To-Date Criminal Background Checks	\$1,366,515	\$1,491,451	\$801,227	\$876,148	\$2,167,742	\$2,367,599	0.0	0.0
8 Increase Support and Services for Military Families and High Risk CPS Families	\$14,686,135	\$14,827,650	\$20,656,429	\$20,658,507	\$35,342,564	\$35,486,157	6.1	6.1
9 Improve Safety in CPS Investigations and Conservatorship	\$1,393,875	\$1,567,795	\$1,275,103	\$1,426,677	\$2,668,978	\$2,994,472	18.2	18.2
10 Improve Safety for Children in Foster Care	\$2,426,874	\$2,457,223	\$2,174,127	\$2,198,245	\$4,601,001	\$4,655,468	34.7	34.7
11 Improve Safety for Children in Licensed Child Care	\$3,690,577	\$4,365,290	\$3,332,392	\$3,905,836	\$7,022,969	\$8,271,126	60.9	60.9
12 Improve Safety for Elder Adults and Individuals with Disabilities	\$1,507,252	\$1,648,451	\$1,295,504	\$1,411,939	\$2,802,756	\$3,060,390	9.7	9.7
13 Create More Tenure and Experience in Direct Delivery Staff	\$7,750,274	\$8,639,005	\$2,996,663	\$3,279,183	\$10,746,937	\$11,918,188	13.6	13.6
14 Use Data More Effectively to Improve Child Safety	\$3,722,296	\$4,095,394	\$3,217,429	\$3,505,635	\$6,939,725	\$7,601,029	48.1	48.1
15 Expand Foster Care Redesign	\$687,725	\$718,888	\$843,206	\$889,989	\$1,530,931	\$1,608,877	3.0	5.1
16 Improve Outcomes for Foster Care Children	\$1,337,973	\$1,381,584	\$1,301,826	\$1,339,169	\$2,639,800	\$2,720,754	5.1	5.1
17 Improve Records Management and Access	\$3,224,229	\$3,558,642	\$2,811,073	\$3,089,944	\$6,035,302	\$6,648,586	67.2	67.2
18 Improve Stakeholder and External Coordination	\$960,374	\$1,061,099	\$880,220	\$968,539	\$1,840,594	\$2,029,638	12.6	12.6
19 Strengthen Joint Investigations	\$3,350,000	\$3,350,000	\$3,350,000	\$3,350,000	\$6,700,000	\$6,700,000	0.0	0.0
Total, Exceptional Item Request	\$117,772,650	\$126,361,318	\$117,747,699	\$125,816,173	\$235,520,350	\$252,177,492	471.9	569.9
Grand Total, DFPS	\$932,945,185	\$1,714,899,460	\$938,521,875	\$1,724,965,838	\$1,871,467,061	\$3,439,865,299	11,929.2	11,962.2

Note: Maintain staffing costs reflects the funding need for existing FTEs. (815 FTEs in FY2016 and 880 FTEs in FY2017).

## **VI. Exceptional Item Detail**

## Exceptional Item 1 Maintain 14-15 Staffing and Costs

The 2016-17 Base Request does not maintain current services for DFPS operations and staffing.

This item would maintain current services for FY 2015 staff at projected costs for overhead for travel, equipment, other operating costs and consumables. The reasons for not being able to maintain current services:

- Need to annualize the staff hired and support costs during FY 2014-15 for a full biennium.
- Provide state funding in lieu of federal funds:
  - Federal IV- E funds continue to decline due to decreasing IV-E penetration rate
  - TANF balances used to address 2014-15 shortfall cannot be maintained in 2016-17.

The FTEs would be restored to FY 2015 levels. Without this funding caseloads per direct delivery worker in SWI, CPS, APS , and CCL would increase.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	41.4	44.5	85.9
All Funds	46.2	49.4	95.6

FTEs	815	880
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Program Impact	FY 2016	FY 2017
SWI Monthly Workload Measure	90.7	89.0
Avg. Daily Cost per Direct Delivery Service (All Stages)	14.15	13.88
CPS Daily Caseload per Worker: Investigations	17.1	17.6
CPS Daily Caseload per Worker: Family Based	14.9	15.1
CPS Daily Caseload per Worker: Substitute Care	28.2	28.7
CPS Daily Caseload per Worker: Foster/Adopt	19.2	19.5
CPS Daily Caseload per Worker: Kinship	28.1	28.7
Avg. Monthly Day Care Caseload per Monitoring Worker	84.6	85.6
Avg. Monthly Residential Caseload per Monitoring Worker	15.5	15.7



## Exceptional Item 2

### Maintain Services for Vulnerable Children, Adults and Their Families

The 2016-17 Base Request does not maintain current services for program growth for non-entitlement services for children, adults and their families.

Non-entitlement programs include:

- Day care programs - \$5.6 million GR and AF
- Relative and Other Care-giver Monetary Assistance - \$5.8 million GR and AF
- Projected increased demand for other CPS and APS purchased services - \$6.3 Million GR and AF

If funded, children could stay in less costly settings or stay in a less costly setting longer and adults could stay in their homes longer.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	8.0	9.8	17.8
All Funds	8.0	9.8	17.8

<b>FTEs</b>	-	-
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. # Days TWC Foster Day Care Paid per Month	2,080	2,887
Avg. # Days Relative Day Care Paid per Month	1,342	2,564
Avg. # Days Protective Paid per Month	4,782	7,548
Avg. # Children: Adoption Placement Purchased Services	16	17
Avg. # Clients: Substance Abuse Purchased Services	1,705	2,032
Avg. # Clients: Other Purchased Services	342	343
Avg Monthly # Caregiver Monetary Assistance	376	421

## Exceptional Item 3 Maintain Essential Caseworker Tools

Technology systems and tools are essential to performing DFPS activities. This item would fund tools that assist workers in better performing their duties by replacing the major telephone system components used by Statewide Intake and refreshing worker smartphones.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	4.6	1.7	6.3
All Funds	4.9	1.8	6.7

<b>FTEs</b>	-	-
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- The capital budget request to replace the end-of-life Automated Call Distributor system totals \$3.0 million GR and All Funds. One-time hardware costs are \$1.7 million and annual recurring costs would be \$0.8 million for on-going maintenance, licensing and system upgrades.
- Nearly 10,000 smartphones have been assigned to agency staff. DFPS must refresh these smartphones every two or three years. The cost to refresh smart phones is \$3.3 million GR and \$3.7 million AF.

If funded, call center technologies and smart phones would be supported and workers would not need additional equipment.



## Exceptional Item 4

### Maintain Staff at FY 16-17 Projected Caseloads at FY 15 Staff Ratio

Based on forecasted caseloads for FY 16-17, DFPS will need additional direct delivery staff to maintain projected FY 17 caseloads per worker for CPS Investigations, Family-Based Safety Services, Kinship, and Foster and Adoption Development and APS Facility Investigations.

This exceptional item would fund the incremental cost of additional staff above current services so these costs would assume the current services or Exceptional Item #1 is funded. The total number of FTES by program by year and the biennial cost is:

Program	FTEs		Biennial Cost
CPS INV	0	57	\$4.0 million
CPS FBSS	0	10	\$0.8 million
CPS KIN	4	10	\$0.8 million
CPS FAD	6	11	\$1.1 million
APS Facility	10	15	\$1.4 million

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	1.2	7.1	8.3
All Funds	1.4	8.0	9.4

<b>FTEs</b>	21.5	117.4
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Program Impact	FY 2016	FY 2017
CPS Daily Caseload per Worker: Investigations	17.1	17.3
CPS Daily Caseload per Worker: Family Based	14.9	14.9
CPS Daily Caseload per Worker: Foster/Adopt	18.8	18.8
CPS Daily Caseload per Worker: Kinship	27.6	27.6
# CPS of Caseworkers Trained	2,103	2,188
# APS of Caseworkers Trained	376	379



## Exceptional Item 5

### Maintain Compliance with Federal Child Care Licensing Requirements

The Administration for Children and Families is proposing amendments to the Child Care and Development Fund regulations. Certain proposed provisions will significantly impact Child Care Licensing (CCL) and the Centralized Background Check Unit (CBCU). Those provisions include:

- Require at least one inspection of a day care operation prior to the issuance of a permit;
- Require at least one annual, unannounced inspection at a day care operation; and
- Require all providers submit to a check of the sex offender registry.

To comply with the rule, CCL would need staff to conduct over 14,000 additional inspections annually. The request includes 85 inspectors, 16 supervisors, 26 investigators, 16 administrative assistant, 2 Program Administrators, and 1 District Director. The CBCU also would need two FTEs (Day Care Inspectors) to support the changes laid out in the federal rule.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	16.0	9.4	25.4
All Funds	16.2	9.5	25.7

<b>FTEs</b>	166.1	166.1
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
% Children Who Remain Safe in Substitute Care	99.9%	99.9%
# Completed Child Care Facility Inspections	14,077	14,103

## Exceptional Item 6 Create Child Safety Office

This request would fund the Office of Child Safety at the agency level allowing for a centralized, independent review of child abuse and neglect fatalities and serious injuries that occur in cases for all DFPS programs.

With an overall goal of reducing preventable child fatalities and increasing overall child safety, the office will coordinate with Prevention and Early Intervention to build a comprehensive approach to target specific safety issues based on each community's individual needs. This division will also have project management responsibility for cross-program initiatives that address preventable child fatalities and increase overall child safety.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	0.4	0.4	0.8
All Funds	0.4	0.4	0.8

<b>FTEs</b>	5.1	5.1
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## Exceptional Item 7

### Get Up-To-Date Criminal Background Checks

This request is for capital budget authority to automate real time updates on criminal history background checks from the Department of Public Safety into DFPS systems (CLASS and IMPACT).

The capital costs total \$2.0 million AF and includes:

1. Building a mechanism to allow providers or individuals to update their employment status with a child care operation;
2. Securing a connection to DPS to receive national “rap back” information for DFPS systems; and
3. Developing a process to subscribe and unsubscribe for rap backs to maintain federal compliance.

Costs include \$13 one-time subscription fee. The biennial cost for these fees totals \$370,000 for over 12,200 checks performed in FY 2016 and 16,100 checks in FY 2017.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.4	0.8	2.2
All Funds	1.5	0.9	2.4

<b>FTEs</b>	-	-
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## Exceptional Item 8

### Increase Support and Services for Military Families and High Risk CPS Families

This request would expand and support prevention services through four initiatives targeting families at risk of abuse and neglect.

- Expand Project HOPES to eight counties each year of the biennium, serving 2,700 clients per month in FY 16 and 4,200 clients per month in FY 17 at biennial cost of \$5.3 million GR and \$5.5 million AF.
- Provide community-based services to families, including substance abuse, domestic violence, and parenting classes for approximately an additional 850 clients monthly in FY 16 and 1,080 monthly clients in FY 17 at a biennial cost of \$10.0 million GR and AF.
- Provide prevention services to 1,500 military personnel and their families annually through a three-year pilot at a biennial cost of \$4.8 million GR & AF.
- Automate the Family Inquiry Network/Database Research System (FINDRS) for data matching between DFPS and the Department of State Health Services. The biennial cost is \$1.4 million GR and \$1.6 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	14.7	20.6	35.3
All Funds	14.8	20.7	35.5

<b>FTEs</b>	6.1	6.1
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. # Clients: Substance Abuse Purchased Services	32	41
Avg. # Clients: Other Purchased Services	815	1,041
Avg. Monthly #: Other At-Risk Programs	3,231	5,247

## Exceptional Item 9

### Improve Safety in CPS Investigations and Conservatorship

Master Conservatorship and Investigative workers are tenured staff who are deployed to assist with cases in high-vacancy or high-volume areas. This request would fund master staff in Conservatorship and Investigations.

#### Conservatorship:

- The request would fund two Master Conservatorship Supervisors and 12 Master Specialists.
- The biennial cost is \$1.9 million GR and \$2.2 million All Funds.

#### Investigations:

- This request would fund three new Master Investigator Supervisors and one administrative support position.
- The biennial cost would be \$0.7 million GR and \$0.8 million All Funds.

If funded, DFPS would have the increased ability to respond to high-need areas and provide reinforcement to workers in certain areas of the state.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.4	1.3	2.7
All Funds	1.6	1.4	3.0

<b>FTEs</b>	18.2	18.2
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
CPS Daily Caseload per Worker: Sustitute Care	28.1	28.5

## Exceptional Item 10

### Improve Safety for Children in Foster Care

Currently, more than 4,300 children are placed outside their home region. To assist the caseworker in monitoring children who are outside the region, DFPS has specialized caseworkers, referred to as "I See You" (ISY) workers.

- An additional 29 ISY caseworkers and four ISY supervisors would enhance the safety of children by increasing the number of face-to-face visits between workers and children.
- The biennial cost would be \$4.5 million GR and All Funds. If funded, this would lower the average caseload for ISY worker to 40 cases from 44.5 cases.

This request also would fund one Regional Support Operations Support Administrator (ROSA) for Region 6 at a cost of \$144,159 GR and \$160,285 AF for the biennium. Region 6 has divided administratively into two areas and an ROSA is needed to provide support to the other Regional Director and CPS staff.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	2.4	2.2	4.6
All Funds	2.5	2.2	4.7

<b>FTEs</b>	34.7	34.7
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## Exceptional Item 11 Improve Safety for Children in Licensed Child Care

The workload of Residential Child Care Licensing (RCCL) staff is increasing as licensed operations increase their capacity to serve children. This request would allow RCCL to manage increasing workloads and to regulate the number of residential providers.

- This request would add 20 inspectors and 20 investigators. An additional 9 supervisors are also included for the 40 caseworkers.
- The request also includes four new Director positions and a fourth Program Manager. There are currently three existing Program Managers who oversee inspectors and investigators across the state.

These additions would address existing management disparities, improve caseloads, right-size the geographic area and number of staff managed, and appropriately distribute the licensed operations across districts.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.7	3.3	7.0
All Funds	4.4	3.9	8.3

<b>FTEs</b>	60.9	60.9
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. Monthly Residential Caseload per Monitoring Worker	12.0	12.1
Avg. Monthly Residential Caseload per Investigator	13.0	13.5

## Exceptional Item 12

### Improve Safety for Elder Adults and Individuals with Disabilities

With a growing aging population, Adult Protective Services needs additional resources. This item requests funding for two components:

- To ensure quality and timeliness in APS investigations of state-supported living centers, ICF-IDD and HCS community slots, this request would fund nine complex case specialist positions to review and expedite complicated cases, especially those involving the Employee Misconduct Registry (\$1.2 million GR and \$1.4 million AF).
- Through the Forensic Assessment Center Network, APS caseworkers would be able to access medical professionals for consultations to assess injuries, medications, and psychiatric issues with persons with mental illness and cognitive disabilities. This item would fund approximately 2,400 consultations annually (\$1.6 million GR and AF).

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.5	1.3	2.8
All Funds	1.7	1.4	3.1

<b>FTEs</b>	9.7	9.7
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. # Clients: APS Purchased Emergency Client Services	200	200



## Exceptional Item 13

### Create More Tenure and Experience in Direct Delivery Staff

This item requests funding to increase the safety, tenure and experience of direct delivery staff by addressing issues cited by staff who leave the agency: work conditions and pay.

- Establish a Worker Safety Office to provide trauma support to caseworkers at a biennial costs of \$1.8 million GR and \$2.0 million All Funds (13 FTEs).
- Reclassification of certain day care licensing (DCL) workers to create salary parity between DCL and Residential Child Care Licensing (\$0.7 million GR & All Funds).
- Pay down overtime balances for CPS caseworkers to 140 hours and maintain payments at that 140-hour level. The biennial cost is \$8.3 million GR & \$9.3 million All Funds.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	7.7	3.0	10.7
All Funds	8.6	3.3	11.9

<b>FTEs</b>	13.6	13.6
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
CPS Caseworker Turnover Rate	25.5%	25.5%
% CCL Workers: 2+ Yrs Experience	83.2%	83.2%

# Exceptional Item 14

## Use Data More Effectively to Improve Child Safety

DFPS requires a workforce skilled in statistical analysis as well as program expertise. This request would improve business processes and data management across four initiatives with the goal of improved decision-making.

- A Chief Data Office would set data standards and support interoperability and data sharing internally and externally - 7 FTEs with a biennial cost of \$1.1 million GR and \$1.2 million AF.
- Implementation of business intelligence and process modeling tools requires staff that can manage, analyze, develop and test new processes. - 18 FTEs with a biennial cost of \$2.6 million GR and \$2.9 million AF.
- Optimizing contract monitoring staff's use of data through predictive analytics allows the identification of providers and homes that present the greatest risk to child safety – 8 FTEs with a biennial cost of \$1.1 million GR and \$1.3 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.7	3.2	6.9
All Funds	4.1	3.5	7.6

<b>FTEs</b>	48.1	48.1
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- In an effort to identify trends related to incidents in child care operations, CCL requests 11 Child Safety Specialists, one Lead Specialist and one Division Administrator. The biennial cost is \$2.1 million GR and \$2.2 million AF.

If funded, DFPS would have the resources to support testing the development of new processes, allowing program staff to focus on current duties.

At the start of FY 2015, Foster Care Redesign (FCR) is in one catchment area.

Foster Care Redesign would be expanded to two new catchment areas in each year of the 2016-17 biennium. Additional staff are needed to monitor and oversee the single source continuum contractor (SSCC) as well as provide start-up costs.

- This request would fund an additional FCR Administrator position for each new catchment area as well as start-up costs for each SSCC (\$208,000).
- DFPS has also identified the need for a new Program Specialist VII position to support the continuous quality improvement process which is the center of the performance based system.

If funded, DFPS would have the resources to fully monitor the expansion of the program.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	0.7	0.8	1.5
All Funds	0.7	0.9	1.6

<b>FTEs</b>	3.0	5.1
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## Exceptional Item 16

### Improve Outcomes for Foster Care Children

It is critical to prepare youth for their transition from foster care to adult living especially for those youth who age out of foster care. This request would improve outcomes for foster care children through three initiatives.

- Add 5 permanency practitioners who facilitate and follow-up on action plans developed during a permanency roundtable (PRT) which is an internal case consultation designed to help the child achieve a positive permanency and examining barriers to permanency. The biennial cost is \$0.6 million GR and \$0.7 million AF.
- Utilize state funds to administer the Education and Training Voucher Program which frees up federal funding for additional college grants by \$310,000 annually. The biennial cost is \$0.6 million GR and AF.
- Prepare youth for their transition from foster care to adult living through seminars, regional conferences and other activities for over 3,900 teens annually at a biennial cost of \$2.0 million GR and AF.

If funded, more foster care children would have the opportunity to achieve permanency and be better prepared for transitioning out of foster care.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.3	1.3	2.6
All Funds	1.4	1.3	2.7

<b>FTEs</b>	5.1	5.1
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
% Children Achieving Permanency within 18 Months	81.1%	81.1%

## Exceptional Item 17

### Improve Records Management and Access

The DFPS Records Management Group (RMG) receives nearly 20,000 case records for imaging per month from the field. The RMG staff categorize, label, digitally scan and store this information the IMPACT case management system which gives caseworkers quick access to 145 million images.

RMG also completes record redaction requests, such as court orders, subpoenas, discovery requests, and requests for record to finalize adoptions.

This exceptional item would add staff to support the workload of redacting and imaging records and documents. The request would fund 14 document imaging clerks, 41.5 redacting specialists, 5 supervisors, a training specialist, and a management analyst.

If funded, the RMG would be able to meet demand and reduce delays in the number of documents redacted and imaged. One-time funding projects have helps stem the tide of new demand temporarily, but a permanent solution is needed to keep the backlog of requests down.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.2	2.8	6
All Funds	3.6	3.1	6.7

<b>FTEs</b>	67.2	67.2
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In order to improve agency communication and coordination with stakeholders and media, DFPS requests additional support in Communications, Consumer Affairs, Community Engagement, Media Relations, and Grant Coordination.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	0.9	0.9	1.8
All Funds	1.0	1.0	2.0

This request is for staff in the following areas:

<b>FTEs</b>	12.6	12.6
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- Communications: 4 FTEs to improve website administration, increase effectiveness and oversight of social media, and expand capacity for video development and graphic publications.
- Office of Consumer Affairs: 2 FTEs to handle complaints and inquiries and to conduct weekly critical case reviews.
- Volunteer Engagement: 2 FTEs to provide better service to community partners and improve community support to clients.
- Media Relations: 2 FTEs to meet the demand for coordination between program staff and media outlets to allow for prompt, transparent communication of agency activities.
- Grant Coordination: 2 FTEs to pursue a wider variety of grant opportunities.

If funded, DFPS would have the resources to meet increasing workload, improve coordination, and identify other funding opportunities.

## Exceptional Item 19 Strengthen Joint Investigations

This item would fund improved coordination with the Children Advocacy Centers by creating Multidisciplinary Team Coordinators to facilitate joint investigations of abuse where a criminal act has occurred.

The Coordinators will do the following:

- Review cases at the point of intake and begin coordination within agreed-upon protocols;
- Facilitate scheduling of the CAC forensic interview with investigative partners and the district attorney's office and reach out directly to law enforcement to bring the case to their attention; and
- Provide screening training for CPS, CCL, and APS caseworkers and law enforcement and ensure seamless delivery of aftercare services including trauma-informed mental health.

If funded, this collaborative approach and information sharing could positively impact the success criminal cases and the quality of investigations.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.3	3.4	6.7
All Funds	3.3	3.4	6.7

<b>FTEs</b>	-	-
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Funding requests still in development relate to:

- CPS Transformation
- Targeted rate proposal for certain providers
- Monitoring federal actions
  - CCDF Reauthorization
  - Declining IV-E Eligibility
  - FFY 15 Federal Budget



## **VII. Ten Percent GR Reduction**

# 10 % GR Reduction Schedule

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FY 2016-17 GR Target: \$86.6 million

## Reduction Items

- Reduce 50 % GR in Prevention Services and 10 % GR-Dedicated funding – \$23.5 million and 1.5 FTEs
- Reduce 7 % Indirect and Program Support areas - \$6.1 million and 31.9 FTEs
- Reduce CPS and APS Purchased Services by 10 % and CPS Other Purchased Services (Strategy B.1.8) by 25 % - \$16.0 million
- Reduce Direct Delivery staff by 7%:
 

– SWI	\$1.1 million	9.3 FTEs
– CCL	\$2.2 million	20.7 FTEs
– APS	\$4.6 million	49.3 FTEs
– CPS	<u>\$33.0 million</u>	<u>342.9 FTEs</u>
	\$40.9 million	455.6 FTEs

## **VIII. Appendices**

# Caseload Per Worker Comparison

Comparison of Cases per Caseworker by Program Stage of Service						
Average Daily Caseload per Worker					Number of Caseworkers Added	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017
<b>CPS INVESTIGATION (INV):</b>						
SB 1 Target (2014-15)	16.3	16.3				
LAR (2014-17)	19.9	17.3	18.9	19.5		
Exceptional Item 1			17.1	17.6	213	230
Exceptional Item 4			17.1	17.3	0	40
<b>CPS FAMILY BASED SAFETY SERVICES (FBSS):</b>						
SB 1 Target (2014-15)	15.3	15.4				
LAR (2014-17)	15.6	14.9	15.7	16		
Exceptional Item 1			14.9	15.1	46	52
Exceptional Item 4			14.9	14.9	0	10
<b>CPS CONSERVATORSHIP (CVS):</b>						
SB 1 Target (2014-15)	26.0	26.3				
LAR (2014-17)	31.4	28.9	30.8	31.5		
Exceptional Item 1			28.2	28.7	168	182
Exceptional Item 9			28.1	28.5	12	12
<b>CPS KINSHIP (KIN):</b>						
SB 1 Target (2014-15)	35.1	30				
LAR (2014-17)	30.8	27.6	30.8	31.7		
Exceptional Item 1			28.1	28.7	18	20
Exceptional Item 4			27.6	27.6	4	9
<b>CPS FOSTER/ADOPTION DEVELOPMENT (FAD):</b>						
SB 1 Target (2014-15)	18.0	16.6				
LAR (2014-17)	19.7	18.8	20.8	21.1		
Exceptional Item 1			19.2	19.5	15	15
Exceptional Item 4			18.8	18.8	4	7

# Caseload Per Worker Comparison

Comparison of Cases per Caseworker by Program Stage of Service						
Average Daily Caseload per Worker					Number of Caseworkers Added	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016	FY 2017
<b>APS IN-HOME:</b>						
SB 1 Target (2014-15)	32.2	33.2				
LAR (2014-17)	30.0	31.5	32.1	33.1		
Exceptional Item 1			31.5	31.5	39	39
<b>APS FACILITY:</b>						
SB 1 Target (2014-15)	3.6	3.6				
LAR (2014-17)	4.0	4.0	4.1	4.2		
Exceptional Item 4			3.6	3.6	8	11
<b>DAY CARE (DCL) INSPECTOR (MONITOR):</b>						
SB 1 Target (2014-15)	79.7	78.6				
LAR (2014-17)	84.6	83.7	91.8	92.8		
Exceptional Item 1			84.6	85.6	18	18
Exceptional Item 5			84.6	85.6	85	85
<b>DAY CARE (DCL) INVESTIGATOR:</b>						
SB 1 Target (2014-15)	31.1	31.0				
LAR (2014-17)	22.3	22.4	22.6	22.7		
Exceptional Item 5			22.6	22.7	26	26
<b>RESIDENTIAL (RCCL) INSPECTOR (MONITOR):</b>						
SB 1 Target (2014-15)	16.6	16.6				
LAR (2014-17)	15.4	15.3	17.9	18.5		
Exceptional Item 1			15.5	15.7	9	10
Exceptional Item 11			12.0	12.1	20	20
<b>RESIDENTIAL (RCCL) INVESTIGATOR:</b>						
SB 1 Target (2014-15)	8.6	8.7				
LAR (2014-17)	16.9	17.6	18.3	19.1		
Exceptional Item 11			13.0	13.5	20	20

# Caseworkers by Program

## DFPS Caseworkers Requested by Program by Exceptional Item

DFPS Caseworkers	EI #1		EI #4		EI #5		EI #9		EI #10		EI #11	
	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
SWI Specialists	6.0	6.0	-	-	-	-	-	-	-	-	-	-
CPS Conservatorship	168.0	182.0	-	-	-	-	-	-	-	-	-	-
CPS FBSS	46.0	52.0	-	10.0	-	-	-	-	-	-	-	-
CPS Investigations	213.0	230.0	-	40.0	-	-	-	-	-	-	-	-
CPS Kinship	18.0	20.0	4.0	9.0	-	-	-	-	-	-	-	-
CPS Foster Care/Adoption	15.0	15.0	4.0	7.0	-	-	-	-	-	-	-	-
CPS CVS Master Specialist	-	-	-	-	-	-	10.0	10.0	-	-	-	-
CPS I See You	-	-	-	-	-	-	-	-	29.0	29.0	-	-
APS In-Home	39.0	39.0	-	-	-	-	-	-	-	-	-	-
APS Facility	-	-	8.0	11.0	-	-	-	-	-	-	-	-
DCL Inspector (Monitors)	18.0	18.0	-	-	85.0	85.0	-	-	-	-	-	-
RCCL Inspector (Monitors)	9.0	10.0	-	-	-	-	-	-	-	-	20.0	20.0
DCL Generalists	-	-	-	-	26.0	26.0	-	-	-	-	-	-
CCL CBCU	-	-	-	-	2.0	2.0	-	-	-	-	-	-
RCCL Investigator	-	-	-	-	-	-	-	-	-	-	20.0	20.0
Other Caseworkers	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total, Caseworkers</b>	<b>532.0</b>	<b>572.0</b>	<b>16.0</b>	<b>77.0</b>	<b>113.0</b>	<b>113.0</b>	<b>10.0</b>	<b>10.0</b>	<b>29.0</b>	<b>29.0</b>	<b>40.0</b>	<b>40.0</b>

DFPS Caseworkers	<u>Base</u>	<u>EI Total</u>		<u>Base/EI Total</u>	
	FY 2016-17	FY 2016	FY 2017	FY 2016	FY 2017
SWI Specialists	334.5	6.0	6.0	340.5	340.5
CPS Conservatorship	1,926.0	168.0	182.0	2,094.0	2,108.0
CPS FBSS	908.0	46.0	62.0	954.0	970.0
CPS Investigations	2,232.2	213.0	270.0	2,445.2	2,502.2
CPS Kinship	209.0	22.0	29.0	231.0	238.0
CPS Foster Care/Adoption	190.0	19.0	22.0	209.0	212.0
CPS CVS Master Specialist	32.0	10.0	10.0	42.0	42.0
CPS I See You	84.0	29.0	29.0	113.0	113.0
APS In-Home	567.7	39.0	39.0	606.7	606.7
APS Facility	129.5	8.0	11.0	137.5	140.5
DCL Inspector (Monitors)	230.0	103.0	103.0	333.0	333.0
RCCL Inspector (Monitors)	67.0	29.0	30.0	96.0	97.0
DCL Generalists	30.0	26.0	26.0	56.0	56.0
CCL CBCU	12.0	2.0	2.0	14.0	14.0
RCCL Investigator	49.0	20.0	20.0	69.0	69.0
Other Caseworkers	199.5	-	-	199.5	199.5
<b>Total, Caseworkers</b>	<b>7,200.4</b>	<b>740.0</b>	<b>841.0</b>	<b>7,940.4</b>	<b>8,041.4</b>

Note: Of the 740.0 and 841.0 caseworkers requested in exceptional items, 208 workers in FY 2016 and 269.0 workers in FY 2017 are new FTEs. EI #1 restores workers.

# Capital Budget

## FY 2016-17 Capital Budget Projects and Funding

	BASE REQUEST		EXCEPTIONAL ITEMS		TOTAL CAPITAL	
	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
<b>Capital Budget Project</b>						
Computer Devices Lease Payments	\$ 10,238,542	\$ 10,238,539	\$ 300,520	\$ 369,228	\$ 10,539,062	\$ 10,607,767
IMPACT Upgrades	1,858,137	1,858,136	892,465	319,993	2,750,602	2,178,129
Software Licenses	2,524,302	2,524,301	75,376	90,963	2,599,678	2,615,264
CLASS Upgrades	750,000	750,000	5,957,539	346,127	6,707,539	1,096,127
Casework System Modernization	13,687,658	6,894,658			13,687,658	6,894,658
Data Center Consolidation	3,906,126	3,906,124	110,388	132,499	4,016,514	4,038,623
Administrative Systems	446,766	446,766	1,479,185	-	1,925,951	446,766
Child Care Licensing Fee Collection	192,448	192,448			192,448	192,448
Child Care Licensing Enforcement Tear	375,350	375,350			375,350	375,350
SWI ACD Replacement			1,964,000	736,760	1,964,000	736,760
Refresh Smart Phones			2,953,365	709,170	2,953,365	709,170
<b>Total, Capital Budget</b>	<b>\$ 33,979,329</b>	<b>\$ 27,186,322</b>	<b>\$ 13,732,838</b>	<b>\$ 2,704,740</b>	<b>\$ 47,712,167</b>	<b>\$ 29,891,062</b>
<b>Method of Finance</b>						
GR	\$ 29,296,825	\$ 23,804,020	\$ 13,038,119	\$ 2,510,429	\$ 42,334,944	\$ 26,314,449
GR Match for Medicaid	417,018	342,162	80,271	22,200	497,289	364,362
<b>Subtotal, GR</b>	<b>\$ 29,713,843</b>	<b>\$ 24,146,182</b>	<b>\$ 13,118,390</b>	<b>\$ 2,532,629</b>	<b>\$ 42,832,233</b>	<b>\$ 26,678,811</b>
Federal	4,265,486	3,040,140	614,448	172,111	4,879,934	3,212,251
<b>Total, Capital Budget</b>	<b>\$ 33,979,329</b>	<b>\$ 27,186,322</b>	<b>\$ 13,732,838</b>	<b>\$ 2,704,740</b>	<b>\$ 47,712,167</b>	<b>\$ 29,891,062</b>

HHSC has included \$3.2 million GR and \$3.5 million All Funds for DFPS as part of an HHS System Exceptional Item in their LAR for additional costs associated with Data Center Consolidation.



**TEXAS**

Department of Family  
and Protective Services

# Capital Budget Exceptional Items

Exceptional Item #	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
	<u>Computer/Devices Leases</u>		<u>IMPACT Upgrades</u>		<u>Software Licenses</u>		<u>CLASS Upgrades</u>		<u>DIR Data Center</u>	
EI #3										
EI #4	\$ 13,400	\$ 81,158			\$ 3,417	\$ 18,680			\$ 5,006	\$ 27,355
EI #5	125,509	125,509			26,438	26,438	\$ 5,265,287	\$ -	38,718	38,718
EI #6	2,375	2,375			810	810			1,186	1,186
EI #7			\$ 639,988	\$ 319,993			692,252	346,127		
EI #8	2,850	2,850			972	972			1,423	1,423
EI #9	14,721	14,721			2,916	2,916			4,270	4,270
EI #10	16,150	16,150			5,508	5,508			8,066	8,066
EI #11	43,744	43,744			9,768	9,768			14,306	14,306
EI #12	7,490	7,490			1,539	1,539			2,254	2,254
EI #13	6,449	6,449			2,187	2,187			3,203	3,203
EI #14	23,881	23,881	252,477	-	7,711	7,711			11,293	11,293
EI #15	1,425	2,375			486	810			712	474
EI #16	4,190	4,190			810	810			1,186	1,186
EI #17	32,314	32,314			10,773	10,773			15,776	15,776
EI #18	6,022	6,022			2,041	2,041			2,989	2,989
	\$ 300,520	\$ 369,228	\$ 892,465	\$ 319,993	\$ 75,376	\$ 90,963	\$ 5,957,539	\$ 346,127	\$ 110,388	\$ 132,499
	<u>Administrative Systems</u>		<u>SWI ACD Replacement</u>		<u>Refresh Phones</u>		<u>Total by Exceptional Item</u>			
EI #3			\$1,964,000	\$ 736,760	\$2,953,365	\$ 709,170	\$ 4,917,365	\$ 1,445,930		
EI #4							21,823	127,193		
EI #5							5,455,952	190,665		
EI #6							4,371	4,371		
EI #7							1,332,240	666,120		
EI #8	\$ 1,479,185	\$ -					1,484,430	5,245		
EI #9							21,907	21,907		
EI #10							29,724	29,724		
EI #11							67,818	67,818		
EI #12							11,283	11,283		
EI #13							11,839	11,839		
EI #14							295,362	42,885		
EI #15							2,623	3,659		
EI #16							6,186	6,186		
EI #17							58,863	58,863		
EI #18							11,052	11,052		
	\$ 1,479,185	\$ -	\$1,964,000	\$ 736,760	\$2,953,365	\$ 709,170	\$ 13,732,838	\$ 2,704,740		