



TEXAS
Department of Family
and Protective Services

Prevention and Early Intervention

**Progress Report on Implementation of
Five-Year Strategic Plan
Fiscal Year 2020**

September 2020

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This report is required by Senate Bill 206, 84th Legislative Session,
Texas Family Code §265.005.

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Executive Summary

The Prevention and Early Intervention (PEI) division of the Department of Family and Protective Services (DFPS) assists communities in identifying, developing and delivering high quality prevention and early intervention programs designed to promote opportunities for partnerships with families that capitalize on the strengths of parents and children together to build healthy families and resilient communities. This year PEI began using the [community maltreatment risk maps](#) developed with The University of Texas Health Science Center Tyler (UTHSCT) Population Health to identify and allocate resources within communities where families could benefit from it the most.

In response to the coronavirus pandemic (COVID-19), PEI focused the Help and Hope public awareness campaign, and its parenting support website, on the creation and dissemination of materials and resources designed to support parents during quarantine and the subsequent reopening of the state. The expansion, paired with increased investment in advertising, raised the profile of PEI and Help and Hope significantly as a resource for parents in Texas. Additionally, throughout this pandemic, PEI continues to partner with its grantees to ensure families in Texas communities do not experience a disruption in supports available in their community. PEI provided guidance and support to its grantees to assist them in pivoting to virtual work to continue being a frontline support for families. Through maintaining a connection to the families they support they were able to assist them in coping with the impacts and stress brought on by COVID-19, provide basic needs support and serve as a connector to other support services in the community. Throughout the pandemic PEI grantees saw a high level of engagement and appreciation for services, have seen an increase in demand for services in some programs and have shared some great lessons learned about using telehealth to reach families where there were otherwise transportation or scheduling barriers.

PEI continues to expand and maximize Texas's prevention investments. In July 2020, PEI (in conjunction with DSHS and UTHSCT Population Health), applied for a grant to track and enhance prevention efforts for [adverse childhood experiences](#) in Texas. To support DFPS's work around the Family First Prevention Services Act, PEI began collaborating across DFPS divisions and with national, state and local partners to enhance DFPS's use of family-centered, preventative, data-driven and evidence-based services and supports to keep families together and children safely at home.

Staff continue to foster relationships with local, state, federal and philanthropic partners; align trainings; share information; expand services and coordinate systemic work through leading or serving on various workgroups, task forces, coalitions and committees. PEI leadership is currently at the helm of the Texas Prevention Framework Workgroup, an interagency collaborative focused on advancing and enhancing prevention efforts in Texas. This workgroup

has focused on expanding who is at the table in the prevention of child abuse and neglect and developing Texas's model of a public health approach to child welfare framework.

As part of PEI's commitment to increasing the quality and reach of our programs, PEI procured the Texas Service Members Veterans and Families Program, an outgrowth of the Military Families and Veterans Pilot Prevention Program. PEI also implemented the improved outcomes pilot as directed by Rider 39 during the 86th Legislative session, focusing on improving outcomes for children at the highest risk of re-entry into the child protective services system.

PEI provides year-round training and technical assistance opportunities for grantees, stakeholders and staff to increase the knowledge, understanding and competency of both organizations and professionals doing prevention work at the community level. This fiscal year PEI expanded grantees' access to subject matter experts, technical assistance, training sessions, event workshops, and opportunities for peer to peer learning.

Lastly, PEI staff and leadership began laying the foundation for an increased focus on equity, disparity and disproportionality to tackle issues of equity, diversity, inclusion and race in the workplace and to recognize the inherent strength that diverse voices and experiences can bring to our initiatives and programs. This division-wide effort will also inform our continued commitment to improving our programs, ensuring that community outreach and grantee support benefits from representation and inclusion.

All of these efforts strengthen PEI's central goal of helping children, youth and families live safe, healthy and productive lives. In Fiscal Year 2019 (most recent year for which data is available), PEI's network of grantees served 67,217 unique families. Data indicates that more than 99 percent of children and youth remained safe from maltreatment while receiving services and more than 95 percent of youth who engaged in services did not become subsequently involved with the juvenile justice system. In addition, families involved with evidence-based home visiting services had better overall health outcomes than the general Texas population and individuals served by comparable programs. This includes higher breastfeeding rates and improved performance on early language and literacy activities over Fiscal Year 2018.

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

- 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.

Using these key measures to frame and prioritize its work, PEI will continue implementing its five-year strategic plan with special emphasis placed on the following five strategic plan goals:

1. **Strategic Plan Goal:** Require that parent and youth voices be included in community-needs assessments (*Goal 3.1.4*) and continue engaging internal and external stakeholders, including parents and youth, to inform strategic planning (*Goal 7.1.1*).

FY 2021 Focus: PEI will actively incorporate parent and youth voice and leadership to enhance supports to children, youth, families and communities.

2. **Strategic Plan Goal:** Promote a culture of care that places a high value on the well-being of families and children along the life course toward adulthood (*Goal 1.6*).

FY 2021 Focus: Using a public health lens PEI will ensure social determinants of health, with a specific focus on racial inequities, are components of our existing and future initiatives and will devote work toward creating opportunities for early support for families and communities.

3. **Strategic Plan Goal:** Establish PEI as a statewide hub for communication, knowledge sharing and assistance for stakeholders engaged in strengthening children and families in their communities (*Goal 1.5*).

FY 2021 Focus: PEI will finalize the Prevention Task Force’s community toolkit designed to support communities in their collaborative efforts to align around child maltreatment prevention and the promotion of positive outcomes for children, youth and families.

4. **Strategic Plan Goal:** Align public- and private-sector funders’ goals to maximize impact and cost-efficiency (*Goal 2.2*).

FY 2021 Focus: PEI will explore how families access services and how systems support families to maximize PEI’s available resources.

5. **Strategic Plan Goal:** Promote the use of evidence-based, evidence-informed and promising practices based on communities’ specific needs and desired outcomes (*Goal 1.3*).

FY 2021 Focus: Using the UT Child Maltreatment Risk Maps, PEI will continue exploring and leveraging alternative methods of engaging families to enhance local supports available in communities designed to encourage partnerships with children, youth and families to build resilient families and thriving communities.

6. **Strategic Plan Goal:** PEI will maximize its impact by collaborating with other state entities and external organizations working with similar populations (*Goal 6*) and use research and data to identify modalities and interventions most likely to successfully address specific needs and priorities (*Goal 4.4*).

FY 2021 Focus: PEI will work across DFPS divisions and with partners across the state to enhance DFPS's use of family-centered, preventative, data-driven and evidence-based prevention services and supports to keep families together, children safely at home and reduce child welfare involvement by identifying other systems families interact with and opportunities to coordinate and support those efforts.

Introduction

In September 2016, DFPS released its [five-year strategic plan](#) on child abuse prevention and early intervention. The plan was developed by DFPS's Prevention and Early Intervention division in collaboration with hundreds of stakeholders. This document is the fourth annual progress report on that plan, required by Senate Bill 206, 84th Legislative Session, Texas Family Code §265.005.

Progress toward Goals in Fiscal Year 2020

In its five-year strategic plan for prevention and early intervention, DFPS established seven overarching goals. PEI's progress toward those goals is summarized in the following pages.

Goal 1

PEI will adopt a public health framework to prevent child maltreatment and fatalities and support positive child, family and community outcomes.

Growth Strategy

PEI contracted with The University of Texas Health Science Center-Tyler to develop the [community maltreatment risk maps](#) to meet its statutory requirement for increasing the number of families receiving prevention and early intervention services each year. These maps help our team effectively allocate resources to communities that may benefit from additional resources in supporting families before they are in crisis. These maps were released in Fiscal Year 2019. Since their release PEI has used them to help inform its RFA development.

Preventing Child Fatalities

In March 2020, the Office of Child Safety published the Fiscal Year 2019 Child Maltreatment Fatalities and Near Fatalities Annual Report in accordance with Texas Family Code §261.204. This report supports internal and external efforts to provide awareness and address risk factors associated with child maltreatment, as well as encourages ongoing work to increase resiliency within communities and families to produce positive outcomes for Texas children. The Office of Child Safety continues to promote public outreach campaigns utilizing a public health approach to reduce child fatalities and wide-scaled prevention messaging to address both child and adolescent safety. For the last full week in March (March 23-27), PEI promoted Safe Sleep Week promoting safe sleep practices for parents with infants. Additional observances included Child Abuse Prevention Month (April), Water Safety Month (May) and Mental Health Awareness Month (May). Additionally, the Office of Child Safety held regular safety webinars on topics ranging from selecting the best caregiver for your family to tips on keeping teens safe.

Promoting the Use of the Evidence-Based Spectrum

PEI continues to focus efforts both internally and with grantees to support the use of the evidence-based spectrum when selecting and evaluating programs. This spectrum includes models and interventions designated as evidence-based, evidence-informed and promising practices depending on the rigor and volume of research supporting their efficacy. Activities included development and delivery of webinars and in-person training on topics such as reflective practice and supervision; service documentation; working with CPS-involved families; resource and service referrals and connections for families and using data to support operations and service planning.

Training and Technical Assistance for Grantees

PEI offers year-round training opportunities for grantees and a variety of stakeholders to increase the knowledge, understanding and competency of professionals in their respective roles. Through the development of an annual training plan PEI strategically provides extensive training opportunities, in various instructional formats, for grantees, staff and the community at large.

Using the Fiscal Year 2020 Training Plan PEI offered a variety of learning opportunities including coordinating Training Tuesday webinars, Standards of Quality Certification trainings, five Parent Café Virtual Training Institutes and two courses of Living the Protective Factors. Grantee orientations prior to the start of all PEI contracts are offered, with virtual and in-person visits, to finalize contracting details. During Fiscal Year 2020, PEI finalized the expansion of the vendor pool of experts providing PEI grantees statewide access to subject matter experts, technical assistance, training sessions, event workshops, and opportunities for peer to peer learning.

PEI's annual Partners in Prevention Conference (PIP) brings together grantees, practitioners, researchers, advocates, administrators, students and other participants for three days of learning and networking. In November 2019, over 850 attendees convened for the 19th annual PIP conference in Austin, Texas to participate in over 50 breakout sessions and three keynote sessions. The theme — Action! Connecting Learning to Families — embodied both the goal and the spirit of the many individuals and organizations collaborating to reduce child abuse, enhance school readiness, improve social-emotional and physical health and strengthen families and communities.

Beginning in March, Family and Youth Success (FAYS) program specialists conducted a series of webinars including guidance on the Five Protective Factors, action plans and contracts guidance.

PEI is in its second year of utilizing a web-based, interactive learning management system to continue providing educational opportunities for staff, community grantees and other partner agencies serving children, youth or families through PEI contracts. The PEI Learning Hub

provides centralized access to self-paced, engaging webinars, video courses and handouts on a variety of topics for professional development. This fiscal year PEI staff reviewed the learning hub content to ensure all current courses met accessibility standards and created a plan for updating any existing courses that do not. To expand its training offerings, PEI's training team, in conjunction with leadership and staff, launched Training Tuesdays providing a consistent training opportunity showcasing special topics of interest for grantees.

Marketing and Outreach

During Fiscal Year 2020 PEI published and promoted a new Marketing and Outreach Toolkit designed to support community-based agencies in their communication efforts. The Toolkit outlines methods and processes to develop and implement strategic communications plans with the resources already available to communities, with the goal of targeting and refining messaging crafted to fit the community need. The toolkit was announced via a series of training webinars featuring communications staff from PEI and DFPS, and featured demonstrations, Q&A and promotion of ongoing technical assistance.

In response to the COVID-19 epidemic, the Help and Hope public awareness campaign focused on the creation and dissemination of materials and resources designed to support parents during quarantine and the subsequent reopening of the state. The expansion, paired with increased ad buys, raised the profile of PEI and Help and Hope significantly as a resource for parents in Texas.

PEI continues to work with a local advertising agency, and DFPS Communications to increase visibility of our programs and resources. In 2019 PEI identified a need to update and refresh their external awareness and prevention website. HelpAndHope.org underwent a complete rebranding process and relaunched in the summer of 2020 as GetParentingTips.com. The site provides up-to-date tips, articles, information and resources for handling the challenges of parenting, managing stress and keeping children safe and healthy at all stages of development, from prenatal to adolescent years, and continues to support Texas families during the COVID-19 outbreak.

PEI and DFPS Communications are developing additional video resources for parents on the GetParentingTips.com platform, with potential topics covering healthy brain development, the importance of staying calm when parenting, the importance of fathers and establishing a network of support for parents

Goal 2

PEI will maximize the impact of current investments and seek additional resources to serve more children, youth and families and strengthen communities.

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

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

Achieving Contract Outcomes

PEI manages nine programs that offer free, voluntary, community-based services to children, youth and parents across the state of Texas. With a Fiscal Year 2020 budget of \$107,089,243; PEI delivered these services through 132 contracts with communities which include nonprofit organizations, local governments, schools and other community-based organizations throughout Texas. 94% of children served in PEI's programs have no involvement with the child welfare system three years after service; 99% of youth served have no involvement with the juvenile justice system and almost 90% of families showed an increase in at least one protective factor demonstrating that PEI's prevention programming is effective.

Maximizing Investments

Robust contract monitoring leads to optimizing the fiscal health and effectiveness of grantees providing quality programming and services in Texas' communities. PEI's ability to effectively and efficiently conduct this type of work is crucial to utilizing appropriated funds as intended through its contracts. To do this, PEI established a project work plan that enhances staff's ability to achieve effective and efficient contract monitoring and effective and efficient use of appropriated funds throughout Fiscal Year 2020. Issues are tracked through a Budget Issues and Financial Dashboard and are reported monthly to maintain effective communication with the DFPS budget office.

PEI continues to explore ways to expand and maximize the impact of its investments in communities. During Fiscal Year 2020, PEI continued its collaborative interagency agreement with Texas Education Agency for the Preschool Development Grant: Birth to 5 (PDG). Due to the impact of COVID-19 this project received a no-cost extension to continue work until December 2020. This project supports [results-based accountability](#) (RBA) work in five new communities across Texas: Hood, Maverick, Navarro, Tom Green and Webb. PEI contracted with Clear Impact to train, support and help create a sustainability infrastructure for the early childhood coalitions in these counties. PEI continues to support these communities with RBA

training and technical assistance and will do so even after the conclusion of this grant. PDG also supports our media campaign (GetParentingTips.com) to bring parenting tips and education to Texas parents.

In July 2020, PEI (in conjunction with DSHS and UTHSCT Population Health), applied for a grant to enhance prevention efforts for [adverse childhood experiences](#) (ACEs) in Texas. The Preventing Adverse Childhood Experiences: Data to Action initiative will address ACEs prevention in Texas through five means that build upon existing infrastructure: statewide surveillance of ACEs in Texas' children; promoting social norms that protect against violence and adversity; ensuring a strong start for children; teaching skills and implementing data-driven continuous quality improvement in ACE prevention.

Family First Prevention Services Act

DFPS's new Commissioner, Commissioner Jamie Masters, began with the agency in December 2019. Soon after starting she highlighted prevention as one of her main focus areas. Due to PEI's innovation and success with implementing community-based prevention programs that maximize the potential of families and promote resilient communities in Texas, the Commissioner tasked PEI with partnering with Child Protective Services on planning possible implementation options for this important piece of federal legislation.

Part of what FFPSA did was amended the Social Security Act to allow Title IV-E agencies to receive funding for kinship navigator programs that meet certain criteria. In order for Texas to assess and plan for implementing kinship navigator and support programs that meet the requirements of the federal legislation, PEI released a funding opportunity at the end of May for Family and Youth Success grantees for FFPSA funding already received. PEI awarded four planning grants to increase alignment, identify critical program elements and improve the capacity of current prevention grantees to conduct targeted services and support to kinship families.

Senate Bills 355 and 781 from the 86th Regular Legislative Session directed DFPS to formulate a strategic plan for implementing FFPSA. This plan is due to legislative leadership September 1, 2020 and proposes several options legislative leadership can consider for implementing FFPSA to draw down federal match-funds. This plan includes prevention services that would meet federal requirements, if approved. Upon direction from legislative leadership and appropriated funding, the department will act on and implement FFPSA accordingly.

PEI Staff Training and Professional Development

As part of PEI's dedication to employees and an eye towards retention, annual work plans, performance evaluations and job descriptions are updated routinely. Committing time and resources to bring new and existing staff up to speed on contracts, from creation to execution and subsequent review, was given priority this fiscal year.

PEI leadership is committed to ensuring its staff have the skills necessary to support all prevention programming and efforts and encourage staff to seek out opportunities to further develop their skills and knowledge. Since not all training requests can be approved, PEI leadership encourage staff to capitalize on the trainings offered through PEI's learning hub that provides engaging, web-based, professional development on a variety of topics.

Embracing Healthy Accountability

PEI grantees are offered multiple avenues for feedback with PEI. When given the opportunity to complete a Grantee Satisfaction Survey, 85 percent of respondents reported 'agree' or 'strongly agree' on questions regarding accessibility of PEI program support and noted an overall satisfaction in the high quality and availability of training and technical assistance support. Grantees attending the Partners in Prevention Conference in 2019 also reported high satisfaction with the overall content of the conference, rating the conference a 4.41 out of 5, for meeting their needs including professional growth and development, interesting and relevant topics, contract requirements, networking opportunities and continuing education units. A communications survey offered in May 2020 received positive feedback on the amount and quality of information shared via e-newsletters offering training information, resource articles and coronavirus resources.

Goal 3

PEI will make and share decisions about investments in families and communities based on an analysis of community risk and protective factors as well as community-developed needs assessments.

Community Work

The most important work of PEI is happening with children, youth and families in communities. The following highlights some successes of PEI's programs for 2020.

Community Youth Development (CYD)

The Children's Center Inc., Galveston

The Afterschool Sailing Program at Sea Star Base Galveston (SSBG) encourages and assists students to develop leadership skills. While being taught how to sail, students are prompted to teach each other skills they have learned; no other student exemplifies the spirit of shared learning more than Eddy. This student began sailing in a crew with two older developmentally disabled youth who were not only having trouble learning how to sail but were not able to complete basic tasks necessary for safe participation such as pulling line and switching sides on the boat. Eddy stepped up and helped each of the youth gain confidence in doing these basic tasks as well as filling in when they were not able to do so safely. This experience took Eddy from being a passive student to an active part of the teaching process and in so developed his leadership "muscle". This young man took the newfound skills developed in his first crew and

positively influenced other students through leading by example. Eddy's kindness, empathy and drive to include everyone in successfully learning how to sail marks him as one of the brightest successes of this semester of the Afterschool Sailing Program. Another focus of the program is mentorship; Eddy showed great strides in that domain. During the first few sessions he was still unsure "what he wanted to do when he grew up" and did not have significant goals set. As Eddy continued in the program mentors noticed his keen interest in sailing and spoke to him about how to turn his newfound passion into a possible occupation or even a career. All mentors understand that passions evolve and interests wane, but as of now Eddy would like to keep sailing, join a Sea Scout ship and advance to Quartermaster to be accepted into the Coast Guard Academy and become an Officer. In contrast to other students that have yet to establish smaller goals to achieve their larger ones, Eddy has shown initiative by doing research, finding out what the requirements are and establishing a plan of action. Such level of enthusiasm to succeed and achieve a goal is a clear indication that Eddy has been positively affected by his time participating in Afterschool Sailing Program.

Family and Youth Success (FAYS)

STARRY, Inc.; Wichita County

Amy and her mother initially sought counseling due to the sudden loss of Amy's older brother, Caleb. During their intake appointment, Amy's mother said that her daughter was experiencing frequent symptoms of depression and they were both unable to go into Caleb's room, keeping the door always locked. Amy told her counselor that she was very upset every time she would remember the hospital room her brother was in and could recall all the sounds and smells as if she were reliving it.

With her counselor's help, Amy was able to learn grounding skills and mindfulness practices to help during her times of panic when she would experience flashbacks, and develop healthy coping skills to manage her grief. Amy and her mother are very close and were a great support to each other through the time they were in counseling. They gardened together and knitted as ways to increase their bond and focus their energy. By the end of their time in counseling, Amy and her mother were able to start leaving Caleb's door open and even would go into his room occasionally. When her counselor followed up a few months after closure, her mother reported that Amy had good grades by the end of the semester, they were both doing well and expressed gratitude for the services they received.

Fatherhood EFFECT

New Day Services for Children and Families; Tarrant

Ian, a 22-year-old soon to be father, was referred by a former participant in the Fatherhood EFFECT program. Ian reported that his girlfriend was pregnant and living with her parents and that he was unemployed and currently homeless. He expressed his desire to be a good father for his future child and wanted to receive education on how to be a father. Ian stated that he did

not have the confidence to be a father because his own father had abandoned him in childhood and he had suffered from several other traumatic experiences.

After attending several Nurturing Fatherhood classes Ian reported that he had gained a lot of insight into how his family, and his absent father, affected his life. He also stated that speaking and sharing experiences and thoughts with other fathers helped him understand that he was not alone, that other fathers struggled with similar problems. During the program Ian found a job and attributed his change of attitude about life and his new confidence in knowing he can be a good father to the EFFECT program. Ian is saving money to prepare for the birth of his child and he is in the planning stage of enrolling in a college to seek a degree in Computer Engineering. He credits the EFFECT program with assisting him to gain the confidence to achieve goals and prepare to be a good father for his child.

Healthy Outcomes through Prevention and Early Support (HOPES)

Family Abuse Center, McLennan County

After years of suspecting her child behaved differently than her peers, Tina supported by her home educator had her child psychologically evaluated. After months on a waitlist, the child was evaluated and diagnosed with autism. Tina has actively sought therapies, services and resources to help her child and she and her home educator have worked together to adapt techniques of positive discipline based on child's cognitive, social and emotional development. With the help and support of her home educator Tina is discovering new ways to teach and connect with her child.

Helping Through Intervention and Prevention (HIP)

Gateway to Success; Dallas County

The Smith family has been participating in the HIP program since Simon was seven months old. Simon has shown developmental delays and the Smiths were eager to learn more about their child and to better understand how to parent a child with developmental delays. The Smiths were referred to the HIP program by their Child Protective Services Family Based Safety Services case worker for parent education and support and both parents have embraced the HIP Program. The coronavirus pandemic required adaptation to a new support format; they met virtually each week and participated in in-person visits with masks in places that would allow six feet of social distancing to complete the program. The Smiths were able to use the 'teach back' method to ensure they were learning the material and were able to demonstrate new techniques each week with Simon. The family has been able to maintain Simon's learning and development even during social isolation. The family indicated they would not allow the pandemic to stop them from giving their child the best care they could.

Military Families and Veterans Pilot Prevention Program (MFVPP)

University of Texas Health Science Center San Antonio, Bell County

Jim was scheduled for deployment in less than a month when he learned about our program through the Soldier Readiness Programming. When Jim and his wife Pam arrived at their initial

appointment, Pam was tearful. Due to her bipolar disorder, she feared she would be unable to parent her three children while Jim was deployed and they would be removed from her care. They reported high levels of couple distress and stated that they were discussing divorce. Through our pre-deployment services, we connected Pam to important supports in her community such as New Parent Support, and on-post childcare so she could attend her psychiatry and psychology appointments. We worked to bolster the strengths that Pam and Jim already had; fostered connections and communications between them to improve their couple and co-parenting relationship; provided guidance to develop a concrete plan to support their children during the separation and assisted them in the development of a communication/connection plan and a co-parenting plan. During the pre-deployment work, their therapist identified posttraumatic stress symptoms exhibited by Pam and their oldest child. The family agreed to engage in trauma-focused cognitive behavioral therapy in addition to the support services they were receiving to best support their family. At the end of the pre-deployment phase, the couple reported the Strong Families Program “saved our marriage” and said they both felt ready for Jim to deploy. The Strong Families therapist continues to work with this family weekly during Jim’s deployment. The family continues to utilize the plan and skills they have learned and remain fully engaged in the program.

Statewide Youth Services Network (SYSN)

Big Brothers Big Sisters Lonestar; Tarrant

Big Brother John first met Little Brother Cory when Cory was just nine years old. Cory’s mother was a single parent and a disabled veteran, raising two young boys on her own. She enrolled her children in Big Brothers Big Sisters because she wanted them to have a positive male influence in their life; someone to listen to them, support them and just be their friend. At first, Cory was shy; John was not sure if he would ever open up, or if Cory even enjoyed their time together. The turning point came when the match discovered a mutual love in an unlikely place – the International House of Pancakes. Since then, the two meet two to four times a month, and regularly include a trip to IHOP in their plans. Over the years, with support from his mother and John, Cory has succeeded academically and gotten involved in sports and other activities. Cory is now fifteen and a talkative and out-going young man who works part-time at a local amusement park to help contribute to his family. Cory believes his Big Brother John has helped him to learn responsibility, respect for his mother and how to have sympathy for others; John is convinced that his Little Brother Cory has taught him even more.

Texas Home Visiting (THV)

Children’s Advocacy Center of Greater West Texas; Tom Green County

Six years ago, NFP had a client who passed away during childbirth. The child, Dina, survived and the father, Sam, has been caring for her. Sam completed the NFP home visits and graduated from the program when Dina turned two years old. During that time, he started dating Konstantina who grew to love Dina and joined in some of the home visits toward the end of that two-year period. Four years later we received a referral from our clinic for a client pregnant

with her first child, Konstantina. Due to her unique name we realized immediately it was the same woman who helped care for Dina so many years ago. She had married Sam and they were preparing for their first child together. Konstantina was excited to be able to participate in NFP, as was the father.

Texas Nurse-Family Partnership (TNFP)

City of Port Arthur; Jefferson

Dee is a twenty-year-old mother to eight-month-old Jay. She and Jay relocated from New Orleans when Jay was two months old and she transferred to a TNFP program in her new area. After learning that her ethnic group has some of the lowest breastfeeding rates, she expressed interest in encouraging other young mothers to breastfeed. Dee began asking friends what they knew about breastfeeding and realized the statistics were right. During each visit Dee initiated conversation with her Nurse Home Visitor about breastfeeding and asked what she could do to help other mothers successfully breastfeed their babies. The Nurse Home Visitor was working with another mother, Jane, who had begun experiencing some problems breastfeeding and had stopped talking to anyone outside of her immediate circle. After securing consent, the Nurse Home Visitor introduced Dee to Jane to provide Jane peer support with her breastfeeding efforts. Dee lost her job in April due to the Coronavirus pandemic, but she is still actively participating in regular telehealth visits with her Nurse Home Visitor and is taking this time to enjoy being a mom to Jay and supporting other mothers in their breastfeeding journey, including Jane. Recognizing Dee’s passion and initiative the Nurse Home Visitor has provided Dee with additional lactation information. Dee is now preparing to return to school and is exploring the possibility of becoming a lactation consultant.

Grant Opportunities

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). 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.

Table 1: Grant Opportunity Schedule

Program	Contract Start Date	Contract End Date	Next Application Opportunity
CYD	Fiscal Year 2017	August 2021	Fall 2020
FAYS (Formerly STAR)	Fiscal Year 2018	August 2023	Fall 2021
Fatherhood EFFECT	Fiscal Year 2020	August 2024	Fall 2023

Program	Contract Start Date	Contract End Date	Next Application Opportunity
HIP	Fiscal Year 2020	August 2022	Fall 2021
HOPES I	Fiscal Year 2020	August 2024	Fall 2023
HOPES II	Fiscal Year 2016	August 2021	Fall 2020
HOPES III	Fiscal Year 2017	August 2021	Fall 2020
SMVF	Fiscal Year 2021	August 2025	Fall 2024
SYSN	Fiscal Year 2018	August 2022	Summer 2021
THV/MIECHV*	Fiscal Year 2018	August 2022	Summer 2021
TNFP	Fiscal Year 2016	August 2021	Fall 2020

*Six THV contracts began in Fiscal Year 2015. These contracts will end in Fiscal Year 2022 and will be re-procured with the THV/MIECHV program contracts.

Goal 4

Utilize research findings to improve program implementation, to direct program funding toward the most effective programs and ultimately to achieve better results for children and families.

PEI continues to place an emphasis on utilizing data to determine where there is need and programmatic capacity in a community to strategically deploy funding to expand services.

Research and Evaluation Projects

The table on the following pages summarizes PEI-commissioned research started or completed since 2014. Reports are available either on [PEI’s website](#), hyperlinked below in the chart, or can be made available upon request.

Table 2: Research and Evaluation Projects Completed or Underway

PEI Program/Initiative	Research & Evaluation Partner	Currently Available Reports	Upcoming Reports
Texas Home Visiting	The University of Texas at Austin, LBJ School of Public Affairs, Child and Family Research Partnership	Father Participation Evaluation, May 2014 Process Implementation Evaluation, Final Report, Fall 2016 Father Participation and Retention	CQI Project Report, Summer 2020 COVID-19 Lessons Learned Report, Fall 2020 Policy Brief on Prenatal- 3 Research, Summer 2020

PEI Program/Initiative	Research & Evaluation Partner	Currently Available Reports	Upcoming Reports
		Evaluation Report May 2017 Systems-Level Change Evaluation, Final Report, December 2017 DHVVE Preliminary Findings, Summer 2018 DHVVE-II Evaluation Plan, Winter 2018 DHVVE Final Report, Fall 2019 DHVVE-III Evaluation Plan, Winter 2020	Policy Brief on Home Visiting for Pregnant and Parenting Foster Youth, Summer 2020 Policy Brief on Serving Dads in DFPS Conservatorship, Summer 2020
Helping through Intervention and Prevention (HIP)	SUMA	Focus Group Report	
Healthy Outcomes through Prevention and Early Support (HOPES)	The University of Texas at Austin, Steve Hicks School of Social Work, Texas Institute for Child & Family Wellbeing	Fiscal Year 2015 HOPES Evaluation Report - Brief HOPES Evaluation Report, December 2016 Child Maltreatment Prevention in Texas - Infographic Literature Review: Evaluation of Child Maltreatment Prevention Developing Strategies for Child Maltreatment Prevention: A Guide for Community Needs Assessments, June 2015	

PEI Program/Initiative	Research & Evaluation Partner	Currently Available Reports	Upcoming Reports
		Analysis of Ten Years of Prevention Outcomes, Fall 2016 Preliminary Effectiveness Report on HOPES I, Fall 2016 HOPES Fiscal Year 2016 Final Report, Fall 2018 HOPES Final Evaluation Report, Summer 2019	
Military Families and Veterans Pilot Prevention Program	SUMA	Literature Review Focus Group Report	
Military Families and Veterans Pilot Prevention Program	The University of Texas at Austin, LBJ School of Public Affairs, Child and Family Research Partnership	Preliminary Report, Fall 2016 Final Report, Fall 2017	
Fatherhood Programs	SUMA	Literature Review Focus Group Report	
Fatherhood Programs	The University of Texas at Austin, LBJ School of Public Affairs, Child and Family Research Partnership	Literature Review, Winter 2016 Fatherhood Evaluation Report, Summer 2017 Fatherhood Evaluation, 2018	
Safe Sleep Public Awareness	SUMA	Literature Review Focus Group Report	
Youth Programs - Recruitment and Branding	SUMA	Focus Group Report, Fall 2017	
Services to At-Risk Youth (STAR)	Texas A&M University, Department of	Review of programs for STAR population, Fall 2016	

PEI Program/Initiative	Research & Evaluation Partner	Currently Available Reports	Upcoming Reports
	Recreation and Tourism	Review of assessments related to measuring outcomes, Fall 2016 STAR Report, December 2017	
Community Youth Development (CYD) Program	Texas A&M University, Department of Recreation and Tourism	Literature Review for CYD, Fall 2016 CYD Evaluation Plan, Summer 2017 CYD Evaluation Preliminary Report, Fall 2018 CYD Evaluation Final Report, Summer 2019	
Safe Babies Project	The University of Texas Health Science Center at Tyler	Legislative report, Fall 2017 PURPLE Plus Study, Spring 2018 Paternal PURPLE Study, Fall 2018 Implementation Review of Postnatal Depression Prevention Programs, Fall 2019 Trauma Informed Care and Pediatric Capacity Survey Report, Fall 2019	Final Report, Summer 2020
Growth Strategy Project	UT Tyler	Maltreatment Modeling and Mapping, Summer 2018	Client Perception of PEI Services, Summer 2020

PEI Program/Initiative	Research & Evaluation Partner	Currently Available Reports	Upcoming Reports
		Growth Modeling and Projections, Winter 2019	

PEI had the opportunity to showcase its innovative work through presentations at multiple national conferences during Fiscal Year 2020.

Program Expansion

PEI continues to scale, expand and support innovative practices in our portfolio of programs. The Community Youth Development (CYD) program provides an array of services through community-based grantees that foster positive youth development and build healthy families and resilient communities. To evaluate the quality of PEI’s youth programs PEI began training its CYD grantees on the Youth Program Quality Assessment (YPQA), a tool designed to assess the extent to which a program provides a participatory, safe, supportive and youth-centered environment.

PEI expanded its work with the Housing Authority of the City of Austin (HACA) to promote learning to other PEI grantees and networks on services to families in these housing settings.

Rider 39: Improved Outcomes Pilot

The improved outcomes pilot was established during the 86th Legislative session through Rider 39. The legislature directed PEI to implement a pilot program focused on improving outcomes for children at the highest risk of re-entry into the child protective services system.

Collaboration on the Rider 39 Improved Outcomes Pilot Program, with Youth and Family Alliance (dba Lifeworks) began in November 2019 to prepare for providing services in Travis County. Lifeworks sub-awarded the pilot program to Friends of the Children Austin. The pilot utilizes evidence-based and promising practices to deliver services and will aim to reduce the child’s interaction with the juvenile justice system, reduce teen pregnancy and increase graduation rates over the span of the child’s youth. Based on availability of funding, the PEI Division will assess continuing the Pilot Program through Lifeworks FAYS grant in Fiscal Year 2022 and 2023.

Efforts around Engaging Fathers

A mobile application for fathers, [Father’s Playbook](#), was developed to provide fathers with education and information about pregnancy, ways to prepare for baby, delivery and postpartum issues, such as parenting challenges. This application was launched in the Google Play store during Fiscal Year 2019 and launched in Apple’s App store during this fiscal year.

Due to COVID-19 the popular Fatherhood Summit went virtual. Through a series of “Fatherhood Fridays” this virtual event drew over 900 professionals from around the world for

the first webinar in this series to learn current research-based best practices and innovations to best support fathers, mothers and their children.

This fiscal year, the Child and Family Research Partnership and PEI launched the [Texas Fatherhood Resource Hub](#), an online resource for policy makers, administrators and program grantees that houses research on the importance of fathers and concrete tools that can be used to advance programs and services to support fathers.

Goal 5

PEI will measure and report on the effectiveness of its programs on an annual basis and will make timely course corrections based on available data.

Legislatively Required Reports

Table three outlines PEI's legislatively required reports that are published annually between August 31st and March 1st.

Table 3: Legislatively Required Reports

Date	Description	PEI Lead
September 1	Annual Strategic Plan Update	Policy and Communications
October 1	Coordination for Youth Prevention and Intervention Services (Annual Rider 17 Report)	Youth and Families
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
TBD*	Annual MIECHV CQI Plan	Research and Evaluation

*PEI will not have this due date until Fiscal Year 2021

Prevention and Early Intervention Reporting System (PEIRS) Expansion

As part of an ongoing effort to establish a single portal of data collection, organization and reporting, PEI continues to integrate PEIRS into its programs. Since the rollout in late 2019, PEI hosted weekly webinars for internal and external users of PEIRS, launched a series of administrative functionality trainings to build enhancements and adjustments and created a user's guide. Research and Evaluation Staff have taken ownership of the system since rollout, and continue to build on and support staff, grantee users and testers as the application reaches maturity.

Data and Monitoring

As part of a commitment to providing quality technical assistance and to ensure information collection on program efforts is efficient and correct, PEI programs have refreshed and refined multiple monitoring tools and forms for grantees. Regional focus groups were established to assess how grantee staff use data in practice and decision making, with results used to improve both data literacy and application. Memoranda of Understandings with internal state groups (DSHS, HHSC Medicaid) and external (Cook Children's) allow for data sharing and matching as needed.

Internal Quality Assurance

PEI continues to take steps to improve the quality assurances in place to ensure good stewardship of funds and relationships with grantees through the use of dashboards, budget reviews and continued technical assistance to grantees.

PEI utilizes dashboards to organize information on critical aspects of its work. Examples include:

- PEI maintains a financial dashboard to stay informed of the financial pulse of PEI, project year-end expenditures and maximize its appropriated funds.
- PEI worked with other DFPS divisions to develop an executive dashboard as a way for DFPS leadership to foster a culture of accountability and data-informed decision-making around key agency priorities.
- PEI's internal dashboard is designed to keep leadership informed about key staffing issues (turnover and workload), performance metrics (clients served and children remaining safe) and contracting metrics (timely bill payment).
- PEI uses a data dashboard to track target output and outcome measures for each of its contracted programs to provide a tool for both contracted grantees and PEI to validate that programs are meeting their performance measures that are reported both to the Legislature and PEI's federal partners.
- PEI utilizes a contracting dashboard to keep all critical information about its contracts in one centralized location.

PEI continues to have success with the internal budget review process with grantees. This review allows PEI to maximize funding across grantees and programs by projecting potential lapsed funding and invest those funds in communities that display a need and ability to expend them. Though PEI staff provide monthly technical assistance to grantees, this process allows PEI staff to do a deep dive with grantees and provide focused technical assistance around their spending trends and billing habits.

Contract Oversight

To establish uniformity, reduce error, streamline workloads and support cross-training, orientation and succession planning, PEI began the process of creating a common document to both provide role and responsibility clarifications as well as step-by-step processes for PEI staff. During the past fiscal year PEI completed a draft of a new contracting handbook to provide a reliable, consistent central source of contract management and monitoring activity into a written handbook with clear functions, policies and processes. The handbook is currently in user testing, with the goal of finalization in Fiscal Year 2021.

PEI continued its work to streamline processes and strengthen relationships with partners who support its prevention work through grant agreements. PEI worked to create flexibility in our Request for Applications, the method used to award grants to grantees, by revising the standard and often prescriptive language in previous opportunities to allow for more creative solutions and programming. PEI also implemented a Notice of Award (NoA) process for notifying its grantees of their annual grant amount, allowing PEI to increase or decrease budgets by issuing a revised NoA during the year in response to the budgetary needs of each community; a process that greatly reduced the need to amend grant agreements. In addition to reducing the number of amendments processed each year, PEI absorbed the responsibilities involved with executing amendments by using its team members to process amendments instead of relying on its partners at HHS-PCS. This allowed the division to prioritize its work to ensure any required amendments were processed in a timely and efficient manner. PEI continues its work with partners to establish the distinct differences between traditional contracting and PEI's grant work to ensure creative and flexible programming. Lastly, PEI has improved its communications concerning grant opportunities to ensure that more organizations have an opportunity to participate. This includes publishing PEI's grant opportunity plan as well as distributing timely notifications when funding opportunities are available.

Goal 6

PEI will maximize its impact by collaborating with other state entities and external organizations working with similar populations.

PEI continues to work to foster relationships with local, state, federal and philanthropic partners to align trainings, share information, expand services and coordinate systemic work.

PEI staff led several cross-agency initiatives and participates in various other committees, coalitions, advisory boards and teams across the state to continue to ensure PEI's work is rooted in and supported by communities. Among these are the Texas Perinatal and Infant Oral Health Quality Improvement Expansion Project and the Texas Behavioral Health Institute's annual conference planning committee, all of which are coordinated by the Department of State Health Services (DSHS). In addition, PEI continues to work with DSHS to facilitate data collaboration that will match child welfare data for all confirmed maltreatment with state health records. This level of matching will replicate the original DSHS-DFPS Strategic Plan but also provide a wider assessment of the risk factors and protective factors that can be leveraged to address all maltreatment, not just child fatalities.

PEI participates in meetings of the Cross-Agency Mental Health Liaison Group organized by the Health and Human Services Commission and the Adolescent and Young Adult Health Collaborative Innovation and Improvement Network (CoIIN) sponsored by the Association of Maternal and Child Health Programs and PEI staff participate on local child fatality review teams and prevention coalitions.

PEI continues to partner with United Ways of Texas, Texas Public Broadcasting Service and Texas Education Agency to support the use of Bight by Text to provide resources to families with children prenatal to eight years of age. Bight by Text provides research-based information and trusted resources to parents and caregivers through a texting application that parents opt in to. The texts include both developmentally-appropriate information and local resources, tailored to the age and location of the child. PEI funds eight grantees to utilize Bright by Text to support parent engagement in their communities. While the pandemic has impacted some PEI grantee's ability to maintain prior levels of providing localized resources, at the onset of the pandemic several PEI funded sites did local news interviews which increased family enrollment in each of those locations. Additionally, PEI worked with Bright by Text throughout the pandemic to deliver Texas-specific messages, information and resources designed to support parents during the pandemic, provide information on child safety and directed parents to PEI's Help and Hope website and local programs.

Juvenile Justice Prevention Group

DFPS, the Texas Juvenile Justice Department, the Texas Education Agency and the Texas Military Department continue to work together to coordinate the delivery of juvenile delinquency prevention and dropout prevention and intervention services aimed at preventing academic failure, failure on state assessments, dropout, juvenile delinquency, truancy, runaways and children living in family conflict. The group meets to learn about one another's programming; to identify key considerations in the coordination, planning and delivery of services and to identify opportunities to enhance the coordination, planning and delivery of prevention and intervention services.

Early Childhood Systems Integration Group

PEI provides leadership and support to the Early Childhood Systems Integration Group (ECSIG), a collaboration of Texas state agencies working together to identify, coordinate and implement cross-sector initiatives for young children. Membership includes: Department of Family and Protective Services, Texas Education Agency, Department of State Health Services, Health and Human Services Commission, Texas Workforce Commission, Texas Head Start and the Office of the Attorney General. ESCIG continues to identify opportunities to further its three priorities: children are healthy, children are safe and children are school ready. They collectively track this work utilizing dashboards based on Results-Based Accountability. In Fiscal Year 2020, member partners collaborated on three federal grants to bring more resources to programs supporting children and families in Texas.

Texas Youth Helpline

PEI continues to work in partnership with the agency's statewide youth helpline to support outreach efforts in reaching youth and their families at vulnerable times. The Texas Youth Helpline provides prevention services to youth, parents, siblings and other family members seeking crisis intervention, advocacy, referral information or simply someone to listen. Services are provided over the phone, via text and chat. To date, staff and volunteers have answered more than one million calls.

Texas Policy Lab

The Texas Policy Lab at Rice University works with state and local agencies to improve programs using data and evidence. Leveraging cutting-edge scientific methods and independent and timely evaluations, the lab connects Rice's top economists and social scientists to government agencies to improve service delivery through data-driven insights.

This past fiscal year, PEI continued its partnership with the Texas Policy Lab to study the return on investment (ROI) of both the Texas Nurse-Family Partnership (TNFP) and Community Youth Development (CYD) programs at the community level. Texas Policy Lab has been examining the cost-effectiveness of these two programs in relation to improving community health outcomes, child maltreatment rates, educational success and attainment and other key measures of wellbeing. Results from this study were delayed due to the COVID-19 pandemic but are expected in Fiscal Year 2021.

Goal 7

PEI will be transparent and inclusive in its planning and operations and will proactively publish its strategic plan and progress towards its goals.

PEI believes it is critical to keep its stakeholders informed and involved in agency planning and operations and takes steps to ensure they are included in and kept aware of these efforts. In

addition to the major initiatives described below, PEI regularly conducts surveys and hosts conference calls, webinars and in-person meetings with grantees, advocates, researchers and other stakeholders. These points of contact are used to guide policy decisions, identify training needs and address implementation issues.

2020 Spring Listening Tour

Throughout May 2020, PEI conducted its Spring Listening Tour virtually and heard from over 200 PEI funded program staff. This opportunity provides PEI leadership an opportunity to hear from grantees about the changing needs of communities across Texas and to begin gathering information for the creation of our upcoming five-year strategic plan. As a component of these virtual tours PEI collaborated with Casey Family Programs to conduct community leader meetings in Amarillo, Corpus, El Paso, Houston, Odessa and San Antonio, the six locations PEI was originally going to hold its Spring Listening Tours. Through these meetings, PEI leadership had the opportunity to hear from community leaders about where they saw families struggling the most, what would help families keep their children safely at home, how PEI could support each community in their coordination efforts and how PEI could help the community develop a broader continuum of prevention services.

Prevention Framework Workgroup

The Texas Prevention Framework Workgroup sprung out of an action plan created at the Prevention/Early Intervention Learning Collaborative hosted by Casey Family Programs in Austin August 27th - 28th just as the Prevention Task Force, established during the 85th legislative session, was set to sunset on August 31, 2019. This Learning Collaborative brought together attendees from various states to share and learn from one another about how to develop, fund and implement effective population-based prevention focused service arrays to strengthen families, prevent child harm, and assure children thrive in safe, stable, nurturing families and environments. Based on the shared learning at this learning collaborative next steps for advancing and enhancing PEI efforts were developed. This workgroup has been focused on two main goals:

- Expanding who is at the table in the prevention of child abuse and neglect; and
- Developing Texas's model of a public health approach to child welfare framework.

Diversity and Equity Planning

PEI staff and leadership have begun to lay the foundation for an increased focus on equity, disparity and disproportionality. To tackle this important issue, PEI has established an internal Equity Team and developed an assessment tool to gauge internal cultural reflection and to help establish priorities. While initially meant to support increased equity and diversity of voices within PEI staff, the Equity Team seeks to take those same concepts and apply them as we work alongside our grantees and stakeholders to recognize the inherent strength that diverse voices

and experiences can bring to our initiatives and programs. PEI intends for this work to also improve the outreach, accessibility, and connection of PEI's programs to all Texans who can benefit from its programs.

Strategic Plan Priorities for Fiscal Year 2021

PEI has prioritized the following five goals of the strategic plan for prioritization in Fiscal Year 2021.

1. **Strategic Plan Goal:** Require that parent and youth voices be included in community-needs assessments (*Goal 3.1.4*) and continue engaging internal and external stakeholders, including parents and youth, to inform strategic planning (*Goal 7.1.1*).

FY 2021 Focus: PEI will actively incorporate parent and youth voice and leadership to enhance supports to children, youth, families and communities.

2. **Strategic Plan Goal:** Promote a culture of care that places a high value on the well-being of families and children along the life course toward adulthood (*Goal 1.6*).

FY 2021 Focus: Using a public health lens PEI will ensure social determinants of health, with a specific focus on racial inequities, are components of our existing and future initiatives and will devote work toward creating opportunities for early support for families and communities.

3. **Strategic Plan Goal:** Establish PEI as a statewide hub for communication, knowledge sharing and assistance for stakeholders engaged in strengthening children and families in their communities (*Goal 1.5*).

FY 2021 Focus: PEI will finalize the Prevention Task Force’s community toolkit designed to support communities in their collaborative efforts to align around child maltreatment prevention and the promotion of positive outcomes for children, youth and families.

4. **Strategic Plan Goal:** Align public- and private-sector funders’ goals to maximize impact and cost-efficiency (*Goal 2.2*).

FY 2021 Focus: PEI will explore how families access services and how systems support families to maximize PEI’s available resources.

5. **Strategic Plan Goal:** Promote the use of evidence-based, evidence-informed and promising practices based on communities’ specific needs and desired outcomes (*Goal 1.3*).

FY 2021 Focus: Using the UT Child Maltreatment Risk Maps, PEI will continue exploring and leveraging alternative methods of engaging families to enhance local supports available in communities designed to encourage partnerships with children, youth and families to build resilient families and thriving communities.

6. **Strategic Plan Goal:** PEI will maximize its impact by collaborating with other state entities and external organizations working with similar populations (*Goal 6*) and use research and data to identify modalities and interventions most likely to successfully address specific needs and priorities (*Goal 4.4*).

FY 2021 Focus: PEI will work across DFPS divisions and with partners across the state to enhance DFPS's use of family-centered, preventative, data-driven and evidence-based prevention services and supports to keep families together, children safely at home and reduce child welfare involvement by identifying other systems families interact with and opportunities to coordinate and support those efforts.