



Texas Department of Family and Protective Services

Commissioner
Stephanie Muth

December 31, 2024

The Honorable Greg Abbott
Governor of Texas
P.O. Box 12428
Austin, Texas 78711-2428

Mr. Jerry McGinty
Legislative Budget Board
1501 North Congress Avenue, 5th Floor
Austin, Texas 78701

Dear Governor Abbott and Director McGinty:

General Appropriations Act, FY23-24, Article II, Rider 41 requires the Department of Family and Protective Services (DFPS) to submit a report of its findings, recommendations, and status of implementing recommendations for Business Process Redesign (BPR). With the funding provided by the Legislature, DFPS was able to contract with Ernst and Young (EY) for reviews of Statewide Intake and Residential Childcare Investigations. The project began in October 2024 and as a result the BPR analysis of those programs is not yet complete.

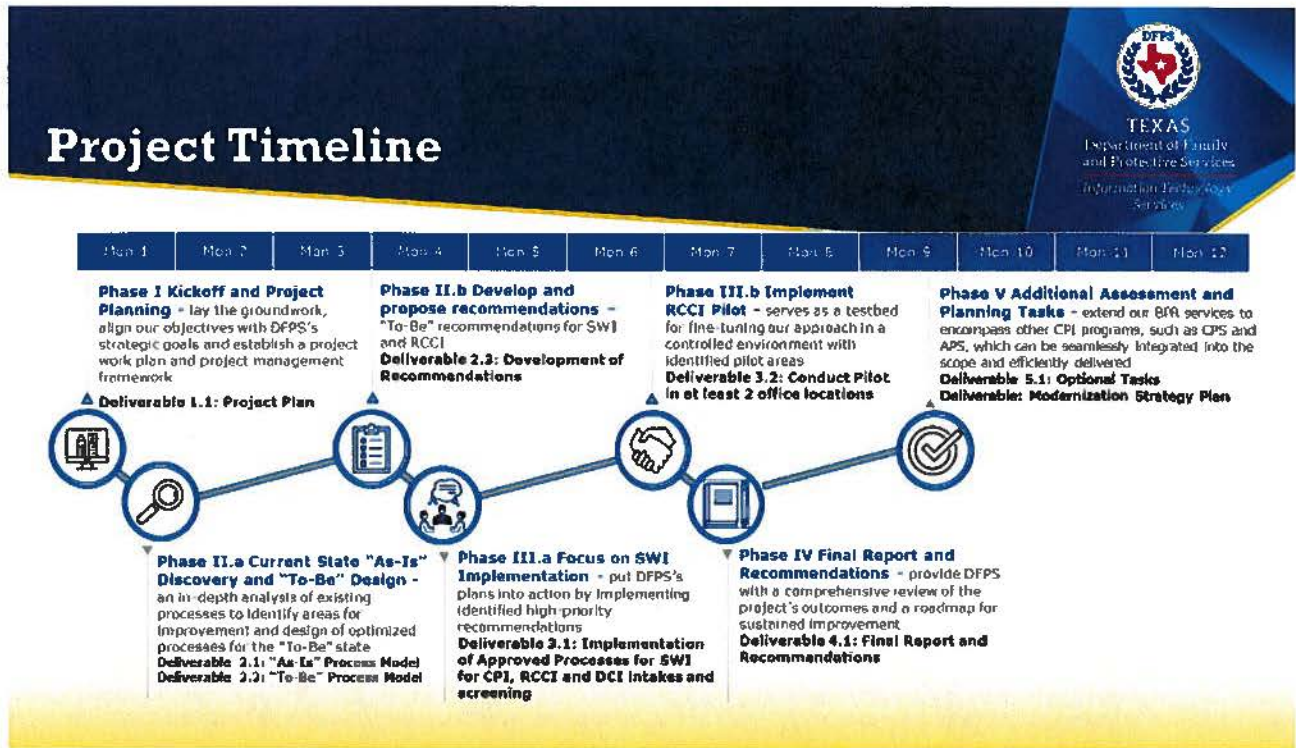
EY is structuring the BPR project into a seven-step plan, with each step building on the insights and achievements of the previous one. The focus is on identifying and prioritizing recommendations for each program that seek to maximize efficiency, consistency, and improve the quality-of-service delivery.

The review will document the current intake and investigations business processes and work with key stakeholders and staff to develop a model to increase efficiencies, promote consistency and maximize capacity. EY will document current As-Is and To-Be processes for intakes and screening processed by Statewide Intake for all types of Child Protective Investigations. Work will include sessions with DFPS staff from relevant job classifications and identified regions or locations. The 'To-Be' model will be designed to optimize and promote consistency in processes, decrease days to completion of a thorough investigation, standardize documentation needed for a quality investigation, and increase staff capacity.

Upon completion and approval of the Statewide Intake review, EY will conduct a business process review of Residential Child Care Investigations to document the As-Is and To-Be processes. This review should result in identified areas for process improvement and

recommendations for those processes. Approved recommendations will be piloted in two locations in the State to fully assess the proposed process improvements. EY will submit a final report summarizing all evaluations and recommendations from the pilot implementations. The project is expected to be completed within twelve months.

This comprehensive assessment and redesign of specific child protective investigations processes allows DFPS to fulfill a critical need for the department to improve business outcomes and will lay the groundwork for future automation efforts and improvements.



To ensure overall operational efficiency, DFPS is proposing to expand BPR to other investigation programs and has submitted in an exceptional item in its LAR for the 26-27 biennium. The additional funds will incorporate business process redesign reviews for the remaining program areas within the Child Protective Investigation (CPI) Division including Daycare Investigations, Family Investigations, and Alternative Response.

Through the BPR project, DFPS looks forward to improvements to the intake and investigation process, consistent and efficient practices, and fulfilling critical needs of the agency.

Please let me know if you have any questions or need additional information.

Sincerely,

Stephanie Muth