John Zerwas
Chairman

Oscar Longoria
Vice-Chair

TEXAS HOUSE OF REPRESENTATIVES
COMMITTEE ON APPROPRIATIONS

AGENDA

SUBCOMMITTEE ON ARTICLE II

CHAIR SARAH DAVIS
TUESDAY, FEBRUARY 21ST, 2017
7:30 A.M.
JHR ROOM 120

I. CALL TO ORDER

II. CHAIRMAN'S OPENING REMARKS

III. DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

Legislative Budget Board

- Elizabeth Prado, Manager
- Leora Rodell, Manager, Health and Human Services Data Analysis
- Julie Lindsey, Analyst
- Daniela Fragoso, Analyst, LBB Staff Report: *Redirect Child Support for Children in Foster Care to Maximize Reimbursement of Foster Care Payments*

Department of Family and Protective Services

- Hank Whitman, Commissioner
- Lisa Subia, Chief Financial Officer

IV. ADJOURN

Family and Protective Services, Department of
Summary of Recommendations - House

H.L. Whitman, Jr., Commissioner
Julie Lindsey, LBB Analyst

Method of Financing	2016-17 Base	2018-19 Recommended	Biennial Change ($)	Biennial Change (%)
General Revenue Funds	$1,975,370,872	$2,173,388,716	$198,017,844	10.0%
GR Dedicated Funds	$11,371,403	$11,371,403	$0	0.0%
Total GR-Related Funds	*$1,986,742,275*	*$2,184,760,119*	*$198,017,844*	*10.0%*
Federal Funds	$1,698,129,456	$1,599,303,257	($98,826,199)	(5.8%)
Other	$19,039,508	$15,521,176	($3,518,332)	(18.5%)
All Funds	**$3,703,911,239**	**$3,799,584,552**	**$95,673,313**	**2.6%**

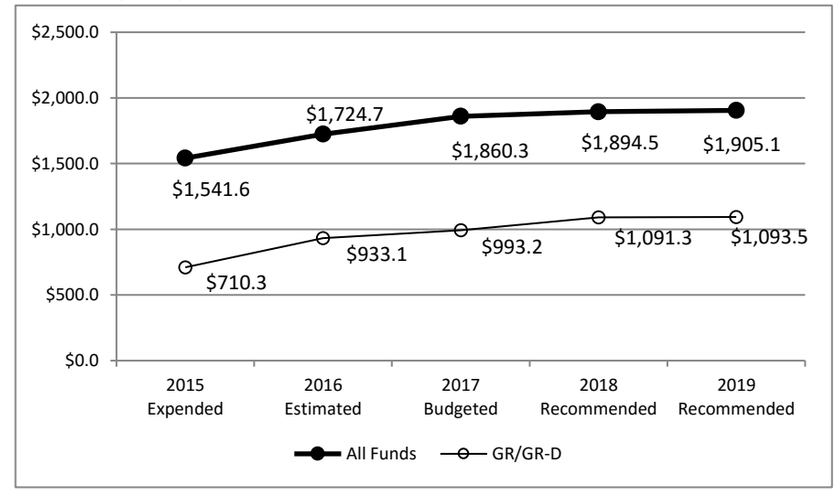
	FY 2017 Budgeted	FY 2019 Recommended	Biennial Change	Percent Change
FTEs	12,764.5	12,192.0	(572.5)	(4.5%)
Recast FTEs	*12,193.0*	*12,192.0*	*(1.0)*	*(0.0%)*

Agency Budget and Policy Issues and/or Highlights

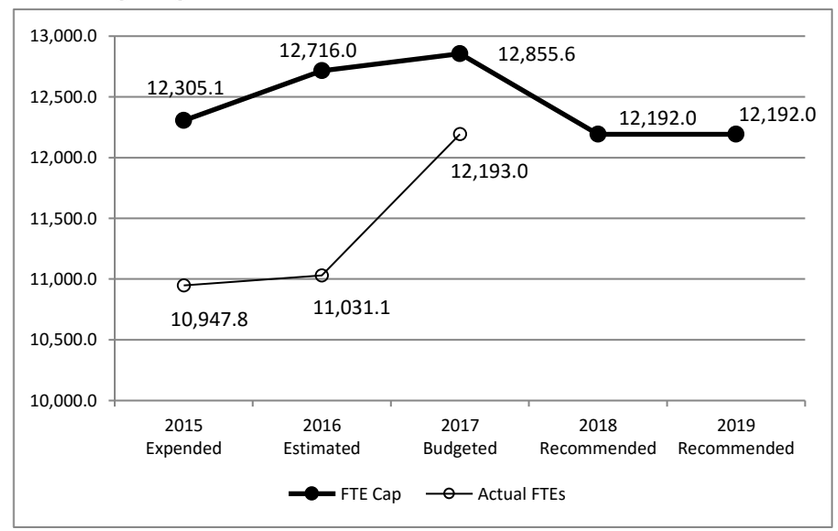
- The Department of Family and Protective Services (DFPS) is under Strategic Fiscal Review (SFR) for the Eighty-fifth Legislative Session. The 2018-19 recommendations for DFPS incorporate the SFR findings.
- Appropriations for the programs transferring to the Health and Human Services Commission (HHSC) in 2018-19 pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015 totals $118.8 million in All Funds and 571.5 FTEs (see Selected Fiscal and Policy Issue 2, Health and Human Services System Consolidation). Excluding these programs, **DFPS 2018-19 recommendations exceed the 2016-17 base by $258.5 million in General Revenue (13.1 percent) and $214.5 million in All Funds (5.8 percent)**. See Historical Funding Levels and Historical FTE graphs to see appropriation trends excluding these programs.

The bill pattern for this agency (2018-19 Recommended) represents an estimated 99.8% of the agency's estimated total available funds for the 2018-19 biennium.

Historical Funding Levels (Millions)
Excluding Program Transfer to HHSC - Recast



Historical Full-Time-Equivalent Employees (FTEs)
Excluding Program Transfer to HHSC - Recast



Budget recommendations for the Department of Family and Protective Services (DFPS) are based on either 1) **total funding needs**, or 2) **incremental funding needs** based on the agency's baseline request as submitted in the Legislative Appropriations Request.

1) **Total funding need** recommendations include the following:

a. *Entitlement Programs* - Recommendations for entitlement programs are based on the LBB forecast listed below:

Foster Care - Recommendations reflect an overall decrease primarily based on LBB projections that maintain total caseload at the fiscal year 2016 level and average costs at the fiscal year 2017 level, but reflects a shift in the caseload mix to lower cost settings (after accounting for an increase in child-specific contracts).

Adoption Subsidies and Permanency Care Assistance - Recommendations increase funding based on LBB projections for caseload growth, even after accounting for discontinuation of new PCA agreements in the 2018-19 biennium as required by statute.

Relative Caregiver Assistance - Recommendations increase funding based on LBB projections for caseload growth.

b. *LBB-Forecasted Non-Entitlement Programs* - Recommendations for TWC contracted day care services is based on the LBB forecast listed below:

Day Care - Recommendations increase funding based on LBB estimates for growth in caseload and costs.

c. *Child Protective Services (CPS)* - Recommendations for CPS increase funding and FTEs to improve agency performance related to the average daily caseload per CPS caseworker and CPS caseworker retention, and to ensure the safety of the children in the program.

d. *Other Adjustments* - Recommendations do not include funding for the Unaccompanied Refugee Minor Program to reflect the anticipated loss of the Refugee and Entrant Assistance Grant.

2) **Incremental funding need** recommendations include the following:

a. *Program Transfers* - Recommendations adjust funding to reflect the programs transferring to or from the agency pursuant to Sunset legislation in the Eighty-fourth Legislature:

APS Facility Investigations and Child Care Regulation - Recommendations remove funding to reflect the transfer of these programs to HHSC from DFPS.

Nurse Family Partnership and Texas Home Visiting Programs - Recommendations increase funding to reflect the transfer of these programs to DFPS from HHSC.

b. *Method of Finance Adjustments* - Recommendations adjust funding to reflect the net more favorable FMAP and the allocation of TANF Federal Funds across strategies.

c. *Agency-Requested Reallocations* - Recommendations include agency-requested adjustments related to the allocation of support and administrative functions and the cost allocation plan across strategies.

	Funding Changes and Recommendations for the 2018-19 Biennium compared to the 2016-17 Base Spending Level (in millions)	General Revenue	GR-Dedicated	Federal Funds	Other Funds	All Funds	Strategy in Appendix A	Detail in SFR Appendix 6
	SIGNIFICANT Funding Changes and Recommendations (each issue is explained in Section 3 and additional details are provided in Appendix A and SFR Appendices, when applicable):							
A)	**Funding for Entitlement Programs:**							
	Foster Care Payments	$8.8	$0.0	($11.8)	$0.0	($3.1)	B.1.9.	6f
	Adoption Subsidy and Permanency Care Assistance Payments	$18.0	$0.0	$31.9	$0.0	$49.8	B.1.10.	6g, 6h
	Relative Caregiver Monetary Assistance Payments	($0.9)	$0.0	$1.4	$0.0	$0.5	B.1.11.	6o
B)	**Funding for LBB-Forecasted Programs - TWC Contracted Day Care Purchased Services**	$10.9	$0.0	$0.7	$0.0	$11.6	B.1.3.	6p
C)	**Increased Funding for Child Protective Services, Including Continuation of Critical Needs**	$271.9	$0.0	($51.2)	($2.0)	$218.7	Multiple Strategies	6a
D)	**Funding for Transfer of Programs Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015:**							
	Adult Protective Services (APS) Facility Investigations and Child Care Licensing	($60.5)	$0.0	($58.0)	($0.4)	($118.8)	G.1.1, G.1.2.	6ah, 6ai
	Texas Home Visiting and Nurse Family Partnership Programs	$3.9	$0.0	$0.0	$0.0	$3.9	C.1.6.	6i, 6j
E)	**Unaccompanied Refugee Minor Program**	$0.0	$0.0	($12.4)	$0.0	($12.4)	B.1.2, B.1.8.	6s
F)	**Four Percent Reduction - Information Technology**	($4.1)	$0.0	($0.7)	$0.0	($4.8)	F.1.1.	N/A
	OTHER Funding Changes and Recommendations (these issues are not addressed in Section 3 but details are provided in Appendix A and SFR appendices, when applicable):							

	Funding Changes and Recommendations for the 2018-19 Biennium compared to the 2016-17 Base Spending Level (in millions)	General Revenue	GR-Dedicated	Federal Funds	Other Funds	All Funds	Strategy in Appendix A	Detail in SFR Appendix 6
G)	A net decrease of $49.4 million in All Funds related to the remaining funding adjustments, including a reduction of $42.8 million in General Revenue for one-time capital projects, and a reallocation of support and administrative functions across strategies.	($49.6)	$0.0	$1.3	($1.1)	($49.4)		N/A

TOTAL SIGNIFICANT & OTHER Funding Changes and Recommendations (in millions)	**$198.4**	**$0.0**	**($98.8)**	**($3.5)**	**$96.1**	As Listed	As Listed
SIGNIFICANT & OTHER Funding Increases	$313.5	$0.0	$35.3	$0.0	$348.8	As Listed	As Listed
SIGNIFICANT & OTHER Funding Decreases	($115.1)	$0.0	($134.1)	($3.5)	($252.7)	As Listed	As Listed

NOTE: Totals may not sum due to rounding.

Family and Protective Services, Department of
Selected Fiscal and Policy Issues - House

1. **Strategic Fiscal Review Overview.** The Department of Family and Protective Services (DFPS) is included in the Strategic Fiscal Review (SFR). Significant observations and considerations include:

   - The programs prioritized one through five by the agency include: 1) CPS Direct Delivery Staff; 2) CPS Program Support; 3) APS In-Home Direct Delivery Staff; 4) APS Program Support; and 5) Statewide Intake Services and account for 45.0 percent or $1,689.4 million of the agency's 2018-19 recommended biennial appropriation.
   - The Assessment of Mission Centrality and Authority highlights that while the agency does not currently manage any programs with weak authority or mission centrality, there is more variability within the Prevention and Early Intervention (PEI) programs than within the other programs in the agency. Appendix 4 is broken out to isolate all PEI programs in one matrix to better visualize this trend.
   - DFPS did not meet any of the initial SFR deadlines and did not finalize their submission until November 6, 2016. In addition, the agency did not identify an appropriate level of data related to Audit and Report Findings and Population Services and Demands.
   - Additional information was gathered on the decline in Title IV-E Foster Care payment eligibility (see Selected Fiscal and Policy Issue 15, Title IV-E Financial Participation).
   - Additional information gathered on the use of the YES Waiver at the agency and progress toward implementation of the agency's Sunset Legislation related to the clarification of caseworker management is included in Selected Fiscal and Policy Issues 26, Youth Empowerment Services (YES) Waiver, and Selected Fiscal and Policy Issues 25, Case Management in Foster Care.

   See the SFR Appendices for specific program information and additional agency information.

2. **Health and Human Services System Consolidation.** Senate Bill 200 (SB 200), Eighty-fourth Legislature, 2015, consolidates the five health and human services agencies into three agencies, the Health and Human Services Commission (HHSC), the Department of Family and Protective Services (DFPS), and the Department of State Health Services (DSHS). Relating to the functions of DFPS, the legislation requires:

   - consolidation of client services at HHSC and prevention programs at DFPS by September 1, 2016;
   - consolidation of institutions and regulatory functions across the system to HHSC by September 1, 2017; and
   - recommendations to the Transition Legislative Oversight Committee regarding the need to continue DFPS as an independent agency by September 1, 2018.

   Client services and prevention programs were consolidated on May 1, 2016 with the transfer of the Texas Home Visiting Program and Nurse Family Partnership Program from HHSC to DFPS (see table below). Recommendations for fiscal years 2018 and 2019 total $47.0 million in All Funds and 27.0 FTEs for these programs. As the transfer occurred in the middle of fiscal year 2016, recommendations for the 2018-19 biennium include an additional $3.9 million in All Funds over the 2016-17 spending level to biennialize direct delivery funding.

	General Revenue	Federal Funds	All Funds
Texas Home Visiting Program	$0	$26,505,514	$26,505,514
Nurse Family Partnership	$11,913,901	$8,538,219	$20,452,120
Total	**$11,913,901**	**$35,043,733**	**$46,957,634**

   In addition, recommendations transfer $24.2 million in All Funds and 191.5 FTEs for Adult Protective Services (APS) Facility Investigations and $94.7 million in All Funds and 380.0 FTEs for Child Care Licensing to HHSC beginning September 1, 2017. The funding included in the transfer only represents the direct costs associated with the programs. Funding for administrative support, cost allocation, and related capital budget projects currently remain at DFPS. Funding remaining at DFPS includes portions of Seat Management, Data Center Services, $5.0 million in All Funds for the CLASS database, and $0.8 million in All Funds for Child Care Licensing Fee system. It is assumed that subsequent transfers will more fully realign the programs as HHSC transformation is finalized.

3. **Fiscal Year 2017 Critical Needs Funding.** The Governor, Lieutenant Governor, and Speaker of the House sent a letter to Commissioner Whitman dated October 12, 2016 directing the agency to develop a plan to address critical needs in Child Protective Services (CPS) by addressing the backlog of children not seen within the statutory guidelines. On November 22, 2016 Commissioner Smith and Commissioner Whitman submitted a letter to the Governor and Legislative Budget Board (LBB) requesting budget and transfer authority totaling $142.4 million in All Funds to 1) hire **828.8 additional caseworkers and investigators**, and 2) provide **salary increases for existing, and additional, staff**. The Governor issued approval on November 22, 2016. The LBB issued approval on December 1, 2016 contingent on the following requirements:

   a) Report twice-monthly on the following performance metrics:

      - Number of persons hired into the requested positions;
      - Number of persons receiving the requested increase in employee compensation;
      - Impact of request on daily caseload per caseworker;
      - Impact of request on investigations pending more than 60 days;
      - Impact of request on employee turnover;
      - Total expenses incurred to implement request; and
      - Number of caseworkers and associated supervisors completing training.

   b) Report monthly on exit surveys of persons receiving the increase in compensation to determine the reason for leaving and impact of salary increases.
   c) Report monthly on impact of the approved staff and salary increases on downstream services.
   d) Report weekly on Priority 1 and Priority 2 investigation timeliness, and meet related benchmarks by May 1 and August 1 of 2017.

   The Legislative Budget Board is currently in the process of working with the Comptroller of Public Accounts and the Department of Family and Protective Services to ensure that all required information is captured and reported appropriately.

   Recommendations for the 2018-19 biennium include a total of $263.0 million in General Revenue, $292.9 million in All Funds, and 828.8 FTEs to maintain the approved fiscal year 2017 funding into the 2018-19 biennium.

4. **Fiscal Year 2017 Supplemental Needs for Entitlement Programs and Other Forecasted Programs.** LBB projects a net General Revenue shortfall of $47.5 million for the 2016-17 biennium for the following DFPS programs:

   a) **Foster Care.** Due to a DFPS-projected shortfall in foster care in fiscal year 2016, the agency requested and received authority to transfer $9.6 million in General Revenue and $8.8 million in TANF Federal Funds from fiscal year 2017 to fiscal year 2016 in accordance with Rider 10, Appropriation Transfer Between Fiscal Years, in the 2016-17 General Appropriations Act (GAA). Based on updated caseload and cost assumptions, LBB projects a surplus of $2.5 million in General Revenue at the end of fiscal year 2016. In addition, as a part of the fiscal year 2017 critical needs request (see Selected Fiscal and Policy Issue 3, Fiscal Year 2017 Critical Funding Needs), the agency requested and received authority to transfer $21.0 million in General Revenue from Strategy B.1.9, Foster Care Payments, into B.1.1, CPS Direct Delivery Staff, to be offset by additional TANF funds. If the fiscal year 2016 surplus funds are moved back to fiscal year 2017, LBB projects a **$32.4 million General Revenue shortfall** for fiscal year 2017. Surplus fiscal year 2016 funds could also be used to address other shortfalls in fiscal year 2016.

   b) **Relative Caregiver Payments.** Based on recent caseload and cost assumptions, LBB projects a $178,850 General Revenue surplus in fiscal year 2016 and a $256,625 General Revenue surplus in fiscal year 2017 for a total **$435,475 General Revenue surplus** for the 2016-17 biennium. These funds could be used to address other shortfalls in both fiscal years.

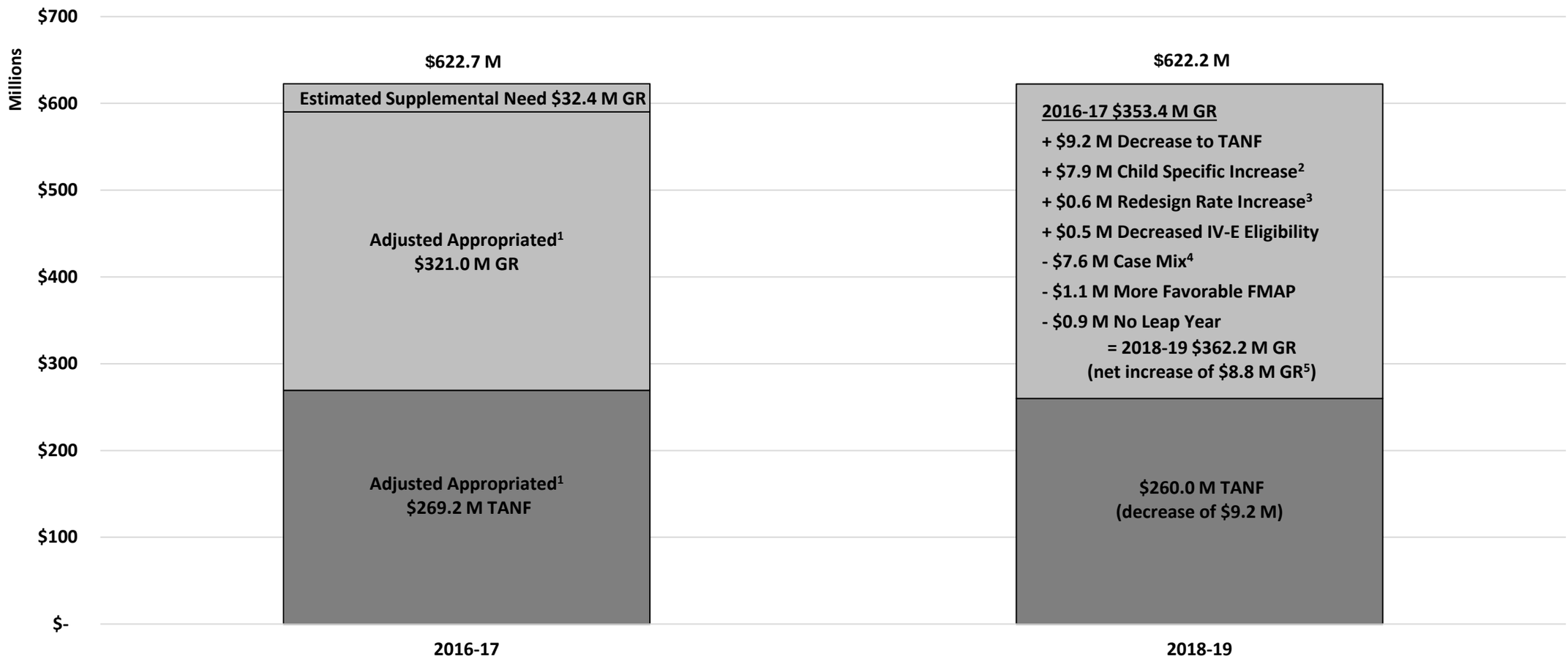
c) **Adoption Subsidies and Permanency Care Assistance (PCA).** Due to a DFPS-projected shortfall in adoption subsidies and permanency care assistance in fiscal year 2016, the agency requested and received authority to transfer $0.7 million in General Revenue from fiscal year 2017 to fiscal year 2016 in accordance with agency Rider 10, Appropriation Transfer Between Fiscal Years, in the 2016-17 GAA. Based on updated caseload and cost assumptions, LBB projects a surplus of $0.3 million in General Revenue related to anticipated unexpended appropriations included in the approved carryback for fiscal year 2016. LBB projects a **$1.6 million General Revenue shortfall** for fiscal year 2017 if fiscal year 2016 funds are moved back to fiscal year 2017. Surplus fiscal year 2016 funds could also be used to address other shortfalls in fiscal year 2016.

d) **Day Care.** Due to a DFPS-projected shortfall in day care in fiscal year 2016, the agency requested and received authority to transfer $6.4 million in General Revenue from certain other strategies in accordance with agency Rider 24, Limitation on Appropriation for Day Care Services, in the 2016-17 GAA. Based on updated caseload and cost assumptions, LBB estimates an additional supplemental need of $1.2 million in fiscal year 2016 and $12.7 million in fiscal year 2017, **for a total remaining $13.9 million General Revenue shortfall in the 2016-17 biennium.**

5. **Entitlement Programs.** Recommendations for the 2018-19 biennium include funding for foster care, adoption subsidies and permanency care assistance agreements, relative caregiver payments, and day care at the LBB-projected level. In addition, the 2016-17 base for these programs was adjusted to reflect LBB projections for the current biennium.

a) **Foster Care**. Recommendations for the 2018-19 biennium include an increase of $8.8 million in General Revenue (net decrease of $3.1 million in All Funds) as compared to the LBB 2016-17 adjusted base. General Revenue assumptions include a $9.2 million increase to replace TANF Federal Funds; $7.9 million increase related to child-specific contracts (an increase in the number of contracts offset by a reduction in average cost for each contract); $0.6 million increase to maintain the fiscal year 2017 foster care redesign rate for each fiscal year of the 2018-19 biennium; $0.5 million increase to cover the decreased Title IV-E eligibility (see Selected Fiscal and Policy Issue 15, Title IV-E Financial Participation); $7.6 million decrease related to the projected case mix; $1.1 million decrease to reflect the net more favorable FMAP; and $0.9 million decrease to remove additional funding in the base to cover the extra day from the leap year in the 2016-17 biennium (**see Supplemental Schedule below**). The projected case mix accounts for the foster care service type provided to the children in the conservatorship of the state, each of which has a different rate (see Supplemental Schedule under Selected and Fiscal and Policy Issue 18, Agency-Set Rates and Other Appropriation Requests.).

Supplemental Schedule: Biennial Comparison of General Revenue and TANF Funding for Foster Care



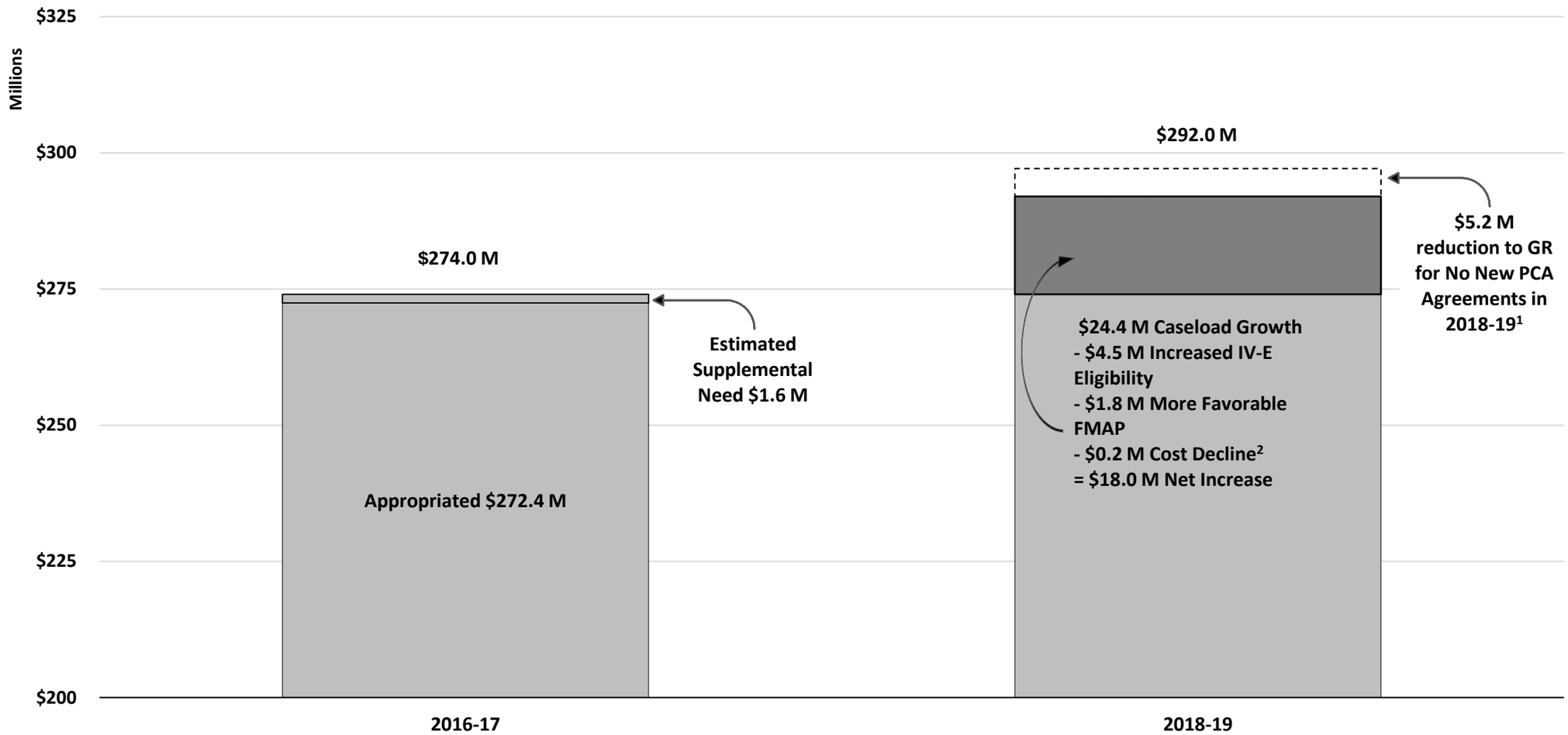
[1] 2016-17 General Apropriations Act adjusted to reflect $21.0 million increase to TANF and an equal reduction to General Revenue associated with approval of critical needs funding.
[2] Net cost of an increase to number of child specific contracts and a reduction in average cost for each of these contracts.
[3] Cost to maintain the fiscal year 2017 rate increase for two years.
[4] Total caseload is assumed to remain at the same level but a shift to less expensive settings (after taking into account increased child specific contracts) is assumed to continue.
[5] Does not add due to rounding.

b) **Relative Caregiver Payments.** Recommendations for the 2018-19 biennium include a decrease of $0.9 million in General Revenue and an increase of $1.4 million in Federal Funds due to an effort to maximize use of TANF funding in client services strategies, for an overall increase of $0.5 million in All Funds, as compared to the LBB 2016-17 adjusted base. The All Funds increase is to fund caseload growth.

c) **Adoption Subsidies and Permanency Care Assistance (PCA).** Recommendations for the 2018-19 biennium include an increase of $18.0 million in General Revenue ($49.8 million in All Funds) as compared to the LBB 2016-17 adjusted base (**see Supplemental Schedule below**). General Revenue assumptions include a $24.4 million increase for caseload growth; $4.5 million decrease for increased Title IV-E eligibility (see Selected Fiscal and Policy Issue 15, Title IV-E Financial Participation); $1.8 million decrease to reflect the net more favorable FMAP; and $0.2 million decrease to reflect the net decline in average monthly costs.

Pursuant to Texas Family Code, Sec. 264.857, the department may not enter into a permanency care assistance agreement after August 31, 2017. The statute does not prohibit the agency from continuing payments on existing agreements. The 2018-19 recommendations do not include funding for new agreements beginning in fiscal year 2018. Based on LBB projections, funding to continue entering into new agreements in fiscal years 2018-19 would total $5.2 million in General Revenue and $8.1 million in All Funds.

Supplemental Schedule: Biennial Comparison of General Revenue for Adoption Subsidies and Permanency Care Assistance Payments

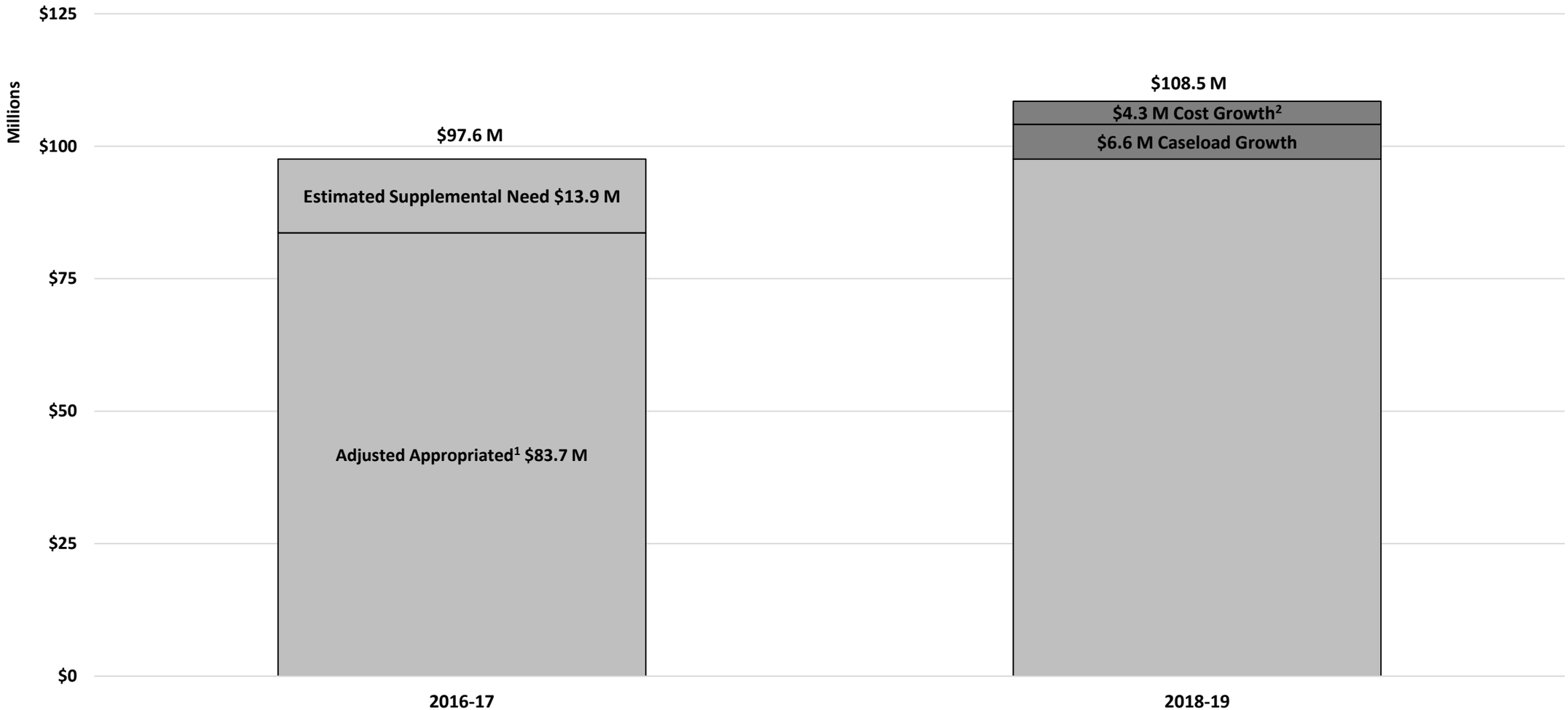


[1] Pursuant to Family Code, §264.857, the agency may not enter into new Permanency Care Assistance (PCA) agreements after August 31, 2017. This is an estimated cost savings of $5.2 million in General Revenue Funds ($8.1 million in All Funds).
[2] Net decline in average monthly costs.

LBB Forecasted Program

a) **Day Care.** Recommendations for the 2018-19 biennium include an increase of $10.9 million in General Revenue ($11.6 million in All Funds) as compared to the LBB 2016-17 adjusted base, due to caseload growth ($6.6 million in General Revenue) and cost growth ($4.3 million in General Revenue) (**see Supplemental Schedule below** and Selected Fiscal and Policy Issue 19, Day Care Appropriations).

Supplemental Schedule: Biennial Comparison of General Revenue for Day Care



[1] 2016-17 General Appropriations Act adjusted for approved transfer of $6.4 million from other strategies.
[2] Includes a $0.05 million increase to General Revenue (GR) Funds due to a decline in IV-E eligibility, which is more than offset by a $0.06 million reduction to GR due to net more favorable Federal Medical Assistance Percentages (FMAPs) in 2018-19.

6. **Stuckenberg v. Abbott Civil Action Lawsuit.** In March 2011, a suit was filed against the state of Texas on behalf of the minor children in Permanent Managing Conservatorship (PMC) at DFPS, claiming that the agency's "policies and practices result in structural deficiencies that place the class members at an unacceptable risk of harm." In December 2015, the United States District Court in the Southern District of Texas entered their official Opinion of the Civil Action suit, determining that the oversight and management of the General Class, Residential Child Care Licensing (RCCL), Foster Care Group Homes, and Foster Care Placement Array, at DFPS was:

   - "deliberately indifferent towards the problems identified in the suit; and
   - substantially departing from professional judgment in addressing those problems."

   In confirmation of the Plaintiffs' allegation, the Court determined that injunctive relief was appropriate and appointed two Special Masters to create an implementation plan to achieve the goals outlined by the Court (**see Supplemental Schedule below**). Upon review of the plan, the Court will enter a Final Order establishing final, enforceable, and binding provisions, after which, the Special Masters shall report every 180 days concerning the status and progress made towards compliance and shall continue to serve the Court until the Court determines that the Special Masters are no longer necessary.

   On November 4, 2016, the Special Masters submitted their recommendation in accordance with the order of the Court. The recommendations agree on all points with the goals listed in the Court Opinion (**see Supplemental Schedule below**) and provide 1) implementation dates for the individual recommendations varying from immediate upon finalization of the Court Order to 24 months following the Court Order; and 2) the methodology in which the Special Masters will monitor implementation of the recommendations.

   It is anticipated that implementation of the recommendations will require additional funding in the following areas:

   - Additional conservatorship caseworkers to decrease the average daily caseload to 14 to 17 children;
   - Enhanced Information Technology systems to increase efficiency in reporting and tracking children's progress and individualized needs;
   - Enhanced Preparation for Adult Living (PAL) services to prepare youth for life after they emancipate from DFPS custody;
   - Additional resources to reduce caseworker turnover;
   - Additional support related to purchased services and agency support staff; and
   - Additional resources to address statewide capacity issues.

   The agency has not estimated the full cost of implementing these recommendations. Preliminary Legislative Budget Board analysis estimates the cost would be significant and could be several hundred million dollars.

Supplemental Schedule: Goals Included in Court Opinion

General

1) Caregiver must allow DFPS staff member and foster child the opportunity to speak privately
2) DPS files must become more efficient so that each child has an organized case file
3) DFPS shall maintain updated photographs of each child
4) DFPS shall maintain a 24 hour hotline to receive reports of abuse and neglect
5) DFPS shall improve programs for children who will age out of foster care
6) All children shall be entitled to an attorney *ad litem* and CASA volunteer

Child Care Licensing

1) DFPS must complete workload studies to determine the time required for caseworkers to adequately perform their tasks
2) Special Master shall recommend a manageable caseload amount
3) Performance Management must conduct case readings to assess licensing investigations
4) Special Master shall recommend provisions to solve unwillingness to institute corrective actions against facilities
5) DFPS shall track child-on-child abuse

Conservatorship Caseworkers

1) DFPS must track caseloads on a child-only basis and cannot include in the calculation secondary workers
2) DFPS must complete workload studies to determine the time required for caseworkers to adequately perform their tasks
3) Special Master shall recommend a manageable caseload amount
4) DFPS must hire enough caseworkers to ensure that caseloads are maintained at this manageable level
5) DFPS must significantly lower its caseworker turnover
6) Special Master shall recommend whether secondary and I See You workers should be maintained

Inadequate Placement Array

1) DFPS shall not allow unrelated children more than one service level apart to be placed in the same room
2) Special Master shall recommend appropriate age ranges for unrelated children placed in the same room
3) DFPS shall track how many placements are single-child homes and prioritize placement of children needing placement in those homes
4) DFPS shall conduct a formal statewide needs assessment to determine adequate placement array
5) DFPS shall track how many children are in each residential facility
6) DFPS can continue to pursue Foster Care Redesign only if the Special Master recommends and the Court agrees that it meets the statewide needs assessment
7) Special Master shall recommend provisions to address children being removed from placement where they are succeeding because their care level was altered

Foster Group Home

1) Special Master shall recommend if they should continue to operate
2) If they can continue to operate, the Special Master shall recommend necessary provisions as needed

Other

The Special Master shall recommend any provision beyond the Court's Goals that are deemed necessary to address the violations outlined in the Opinion

Source: Court Opinion Entered December 2015 on Stuckenberg v. Abbott (Civil Action No. 2:11-CV-84)

7. **Foster Care Redesign.** Senate Bill 218 (SB 218), Eighty-second Legislature, Regular Session, 2011, directed DFPS to redesign the foster care system in Texas in accordance with recommendations contained in the Department's 2010 Foster Care Redesign report. SB 218 further authorized DFPS to use payment rates in the redesigned system that were different from the rates used in the legacy system and includes incentive payments for performance. Rider 6, Foster Care Rates, in the 2016-17 GAA prohibits total expenditures for payment rates under the redesigned system exceeding the amounts appropriated for those services in any fiscal year, except to the extent that the increase is the direct result of caseload growth.

   Foster Care Redesign is established such that the rates paid to the single-source continuum contractor (SSCC) are set independently of the rates paid to providers in the legacy system (see Selected Fiscal and Policy Issue 18, Agency-Set Rates), and follow a structure based both on direct services provided and system-wide costs to administer the program (**see Supplemental Schedule below**).

   Foster Care Redesign was initially implemented in Regions 2 & 9 serving areas of North and West Texas. However, by August 2014, the SSCC for the regions exercised its opt-out clause and voluntarily terminated its contract with DFPS. As of January 2017, Foster Care Redesign is established in only one catchment area, Region 3B, which serves Erath, Hood, Johnson, Tarrant, Palo Pinto, Parker, and Somervell counties. DFPS signed a contract with ACH Child and Family Services of Forth Worth (ACH) in December 2013 to serve as the SSCC for the area. The agency indicated that they plan to reestablish Foster Care Redesign in Region 2 by the end of fiscal year 2017 and included an exceptional item in the Legislative Appropriations Request to assist in funding the expansion (see Items Not Included in Recommendations, Item 1g).

   Current recommendations include $27.3 million in General Revenue ($71.4 million in All Funds) to maintain Foster Care Redesign payments in Region 3B. The agency requested an additional $171.6 million in General Revenue ($239.1 million in All Funds) in Exceptional Items 1(g) and 4(a) to expand Foster Care Redesign to eight additional regions by the end of the 2018-19 biennium (see Items Not Included in Recommendations). Recommendations do not include funding to expand Foster Care Redesign. LBB recommendations align with the Stuckenberg v. Abbott Civil Action Lawsuit Court Opinion that the agency pursue Foster Care Redesign expansion only if it is recommended by the Special Masters and approved by the Court (Civil Action No. 2:11-CV-84, pg. 254) (see Selected Fiscal and Policy Issue 6, Stuckenberg v. Abbott Civil Action Lawsuit).

Supplemental Schedule: Foster Care Redesign Rates

Rates Paid to Single Source Continuum Contract (SSCC)	Rate Description	Rate Setting Methodology
Foster Care Blended Rate[1]	A set rate to cover direct service costs and provider administrative overhead through a weighted average per diem payment.	Set by Health and Human Services Commission (HHSC) - Minimum rate set by contract at $23.10 per day. Final rate is set by HHSC based on the funding in the General Appropriations Act for foster care and the catchment-specific case mix of children and youth services.
Foster Care Enhanced Rate[2]	A set rate to cover children and youth in the designated catchment area with exceptional needs that cannot be met appropriately through the blended rate.	Set by contract - Rate determined by using historical costs of delivering similar services where appropriate data are available, and estimating the basic service types and costs necessary to meet existing federal and state requirements.
Network Support	A set amount to cover costs incurred for procedural system enhancements and efficiencies. If service exceeds a set level, the SSCC qualifies for additional funds.	Set by contract - Amount based on $1,200 per child FTE. If the service exceeds 1,283 child FTEs per year, DFPS will pay $1,200 for each additional child FTE served.
Quality and Utilization Management (UM)	A percentage of funds to cover quality and utilization functions performed by DFPS through a third-party contract.	Set by contract - Percentage of total UM contract amount is determined as proportion of Region 3B children served in redesign as opposed to the legacy system.
Resource Transfer[3]	A set amount to support the transition of functions traditionally performed by DFPS, including child placement, conservatorship, adoption, family services, contract management, and foster home development and maintenance.	Set by contract - Amount based on the agency's Equity of Service Statements (ESS) process that determines an equitable distribution of agency resources to all regions based on CPS workload. The SSCC amount is determined as proportion of Region 3B children served in redesign as opposed to the legacy system.
Indirect Cost Rate	A set rate to cover indirect service support related to managing Foster Care Redesign.	Set by contract - Rate set at 10 percent as requested by the SSCC and agreed upon by DFPS. Actual transfer amount will be recalculated annually based on a review of the SSCC's cost pool and resource transfer amounts.
Redesign Rates Set Equal to Legacy Rates[4]		
Supervised Independent Living (SIL)	A set rate to cover services for children requiring SIL placements as a part of the continuum of paid foster care services.	Set by HHSC.
Preparation for Adult Living	A set percentage of funds to provide skills training for the purpose of preparing youth in substitute care to live independently when they become an adult.	Set by the federal John H. Chafee Foster Care Independence Program (Chaffee) grant award allocation for that region.
Purchased Adoption Services	A set range of amounts to provide adoption fee for service.	Set by contract - Amounts provided by DFPS to be consistent with federal and state regulations.
Foster Care Day Care	A set rate to cover Day Care services.	Set by the Texas Workforce Commission through the legislative appropriations process.

Source: Negotiated Contract Between DFPS and ACH Child and Family Services, signed December 2013

Notes:

1) In Phase III of implementation, the Foster Care Blended Rate will include a performance component that provides incentives for meeting certain performance targets related to length of stay in paid foster care.

2) The contract stipulates that DFPS will not provide the option of providing multiple rates for enhanced care.

3) Amount provided includes all fringe benefits related to the FTE costs that transfer to the SSCC.

4) Services in this subsection are managed by the SSCC, but sub-grantees receive the same compensation as they would under DFPS.

8. **Direct Delivery Program Resources.** The agency historically utilizes funds from staff vacancies in Child Protective Services (CPS) and Adult Protective Services (SPC) to support program shortfalls in other non-CPS/APS Strategies. As a result, the true cost of both staffing and additional programming within the agency is difficult to identify. Recommendations for the 2018-19 biennium set the full-time-equivalent (FTE) cap for direct delivery services equal to the FTE level as of August 2016, increased by the number of FTEs approved in the fiscal year 2017 critical needs request (see Selected Fiscal and Policy Issues 3, Fiscal Year 2017 Critical Funding Needs).

   The related daily caseload per caseworker performance measures track the average daily number of cases divided by the average daily paid FTEs carrying cases. As the agency does not directly control the number of cases reported, any agency-initiated strategy to improve this measure must focus on the number of paid FTEs carrying cases and the length of time cases remain open. Historically, the agency has tried to achieve this by increasing the total number of paid FTEs to increase the number of paid FTEs carrying cases through volume alone; however, it is also possible to achieve this by controlling turnover which increases the ratio of FTEs carrying cases to the total paid FTEs. As such, managing staff turnover is an additional strategy to help manage daily caseload per worker in a cost-effective manner.

9. **Temporary Assistance for Needy Families (TANF) Method of Finance Swap (MOF).** To minimize the proportional benefit costs paid from the TANF block grant, recommendations for the 2018-19 biennium include MOF swaps to reallocate $13.2 million from Strategy B.1.1, CPS Direct Delivery Staff, into strategies without associated FTE costs. The TANF adjustments are offset by a corresponding amount of General Revenue.

10. **Comptroller of Public Accounts (CPA) Salary Transfer Clawback.** Pursuant to Article IX, Sec. 18.02 of the 2016-17 General Appropriations Act, the Comptroller of Public Accounts (CPA) was appropriated funds to be transferred to agencies to support a 2.5 percent salary increase for employees as of September 1, 2015 to offset the increase in the member contribution rate to the Employment Retirement System. As the agency's base included projected amounts higher than amounts needed for the salary increase the CPA implemented a clawback of excess funds. Recommendations remove the excess salary transfer appropriations from the 2016-17 base and reduce recommendations by $3.6 million in General Revenue ($3.9 million in All Funds) in the 2018-19 biennium to reflect actual fiscal year 2016 salary transfers and projected fiscal year 2017 salary transfers, adjusted for projected turnover.

11. **Unaccompanied Refugee Minor Program.** In a letter to the Federal Office of Refugee Resettlement dated September 21, 2016, the Health and Human Services Commission confirmed that if the state plan amendment related to the participation in the Refugee Resettlement Program was not approved, the state would exit the program with services ending January 31, 2017. To reflect this exit, 2018-19 recommendations decrease DFPS appropriations by $12.4 million in Federal Funds and 1.0 FTE related to the federal Unaccompanied Refugee Minor program. This program is within the Other CPS Purchased Services Program and funds foster care services for refugee children who are eligible for resettlement in the United States but do not have a parent or relative available to provide for their long term care.

    While the response of the Federal Office of Refugee Resettlement has not been finalized, it is anticipated that the federal grant will be awarded to a non-profit to provide these services in the absence of the state.

12. **Capital Budget.** Recommendations for Strategy F.1.1, Agency-wide Automated Systems (Capital Projects), include a net decrease of $42.8 million in General Revenue ($62.4 million in All Funds).

    a) **One-Time Capital Projects.** Recommendations include the agency's base request to reduce capital budget authority by $32.9 million in All Funds related to the 2016-17 appropriation for one-time capital budget projects. This includes $24.8 million for Casework System Modernization, $2.7 million for Statewide Intake ACD Replacement, $3.3 million for Prevention and Early Intervention databases, $1.2 million for FINDERS, and $0.9 million for Cybersecurity Advancement. Capital budget authority was reduced and the funding was reallocated across the agency to support direct client services.

b) **Computer Devices Lease Payments.** Recommendations reduce funding and authority by $4.8 million All Funds in the 2018-19 biennium to align the agency's computer replacement schedules with state standards. This includes a reduction of authority of $3.2 million All Funds for PC replacement to extend the replacement schedule from three years to six years, and a reduction of authority of $0.5 million All Funds for laptops and $1.1 million All Funds for tablets to extend the replacement schedule for administrative staff from three years to six years. Recommendations do not adjust the three-year replacement schedule for program staff providing direct client services. The funding from the reduction was reallocated to cover the projected additional need of $0.5 million All Funds for the Data Center Services capital budget project and $4.3 million All Funds in Strategy B.1.1, CPS Direct Delivery Staff.

c) **Data Center Services.** Recommendations increase authority for the 2018-19 biennium for data center services by $508,500 in General Revenue to maintain current obligations as estimated by the Department of Information Resources. Funding for this purpose was reallocated from the reduction in the Computer Devises Lease Payments project.

13. **Information Management Protecting Adults and Children in Texas (IMPACT) Modernization.** The IMPACT system at DFPS was first implemented in 1996 and is used by more than 8,000 caseworkers. Since the 2014-15 biennium, the agency has been appropriated a total of $21.6 million in General Revenue ($42.0 million in All Funds) for the IMPACT Modernization Information Technology capital budget project. The purpose of the modernization project is to provide access to external Court Appointed Special Advocate volunteers as required by House Bill 1227, Eighty-third Legislature, Regular Session, 2013, and enhance the system's usability with new tools and interfaces to reduce time required for intake, automate and streamline certain existing processes, improve data accuracy, and increase data availability.

The overall project is split into separate phases, outlined below:

Phase	Vendor	Purpose	Defined Goals	Agency Projected Timeline	Active Contract Amount
I-II	Deloitte	Program Management	Coordinate and manage all IMPACT Modernization project activities across all phases of delivery	9/1/2013 – 2/28/2018	$2,990,000
I-II	KPMG	Independent Verification & Validation	Monitor and evaluate project implementation	9/1/2013 – 2/28/2018	$1,157,680
I-II	McLane/MCORP	Batch Modernization	- Convert older programs to new platforms - Restructure existing IMPACT code	9/1/2013 – 2/28/2018	$2,328,531
I-II	Accenture	IMPACT Upgrades	Create dashboards and reports for IMPACT system	9/1/2013 – 2/28/2018	$3,935,900
I	Accenture	Assessment, High Level Design, and Planning	- Complete project planning - Set up project control tools - Define accurate business needs and goals - Establish business requirements	9/1/2013 – TBD	$7,198,278
II	Infosys	Design, Development, Testing, and Implementation	- Confirm functional requirements - Map requirements to application design specifications - Design code - Test systems	Upon Completion of Phase I	$15,987,873

The project was originally scheduled to be completed by February 28, 2018, however due to issues with Accenture's failure to meet the planned Phase I System Test completion of July 29, 2016, the LBB Quality Assurance Team (QAT) believes there is a high risk that the project will not be completed until November 2019, and has increased monitoring of deliverable progress from quarterly to monthly. DFPS also provided Accenture with corrective actions in response to the delays in September 2016. Accenture is currently analyzing how to best address the corrective actions and what the impact to the schedule will be. Until the analysis is complete, the project does not have a complete work plan, which puts the targeted deployment at risk. To date, there is no update on when the analysis will be completed.

To date, QAT has not received the required monthly progress report since September, however subsequent follow up with the agency has indicated that even with delays, it is still assumed that total project costs of $42.0 million in All Funds will be fully encumbered by the end of fiscal year 2017. QAT is in the process of investigating these assumptions. Recommendations do not include funding or authority for IMPACT Modernization.

14. **Reallocation of Indirect Administration.** The agency submitted a reallocation of their indirect administration funding as a part of their 2018-19 baseline request. The request shifted indirect administration FTEs and the related funding from direct service strategies into Goal E, Indirect Administration (see table below), which resulted in a net zero impact on General Revenue-Related funds. The agency requested the reallocation to better align with their cost allocation plan and to ensure that work performed by these FTEs would not be restricted to support of the strategy in which their funding was located. Under the reallocation, FTEs under Goal E, Indirect Administration, would now properly support all programs across the agency and would be cost-allocated accordingly.

Strategy	General Revenue-Related Reallocation
A.1.1, Statewide Intake Services	($0.4 million)
B.1.1, CPS Direct Delivery Staff	($7.3 million)
B.1.2, CPS Program Support	($3.8 million)
D.1.2, APS Program Support	($1.9 million)
E.1.1, Central Administration	$5.9 million
E.1.2, Other Support Services	$4.8 million
E.1.3, Regional Administration	$0.7 million
E.1.4, IT Program Support	$1.9 million
Note: Figure totals may not sum due to rounding.	

15. **Title IV-E Financial Participation.** Title IV-E is the federal entitlement funding for foster care and adoption assistance. Eligibility for Title IV-E Federal Funds for foster care children is based on the birth parent's income, as set by the 1996 Aid to Families with Dependent Children (AFDC) standards. Consequently, as the standards have not been adjusted in 20 years, the number of children that are Title IV-E eligible has been declining over time. However, the percentage of foster care expenditures eligible for IV-E funding remained relatively stable from fiscal year 2005 through fiscal year 2012, with minimal declines. In fiscal year 2012, DFPS was found to be out of compliance with the eligibility determination process for Title IV-E. The subsequent corrective action resulted in a decrease to Title IV-E eligibility in fiscal years 2013 and 2014. Based on the prior trend of relative stability, the 2016-17 GAA assumed that the full impact of the policy change would be in place by the start of fiscal year 2015 and projected no ongoing decline in Title IV-E eligibility. However, the declines continued through the start of fiscal year 2016. The agency is not able to provide a full explanation for the impact continuing for more than three years after the policy change. An estimated $20.3 million of the General Revenue shortfall in foster care for the 2016-17 biennium is due to the decline in Title IV-E eligibility in fiscal year 2015 and early fiscal year 2016 and maintaining that decline in the remainder of the 2016-17 biennium. Recommendations for the 2018-19 biennium include a $0.5 million increase in General Revenue (relative to LBB-adjusted 2016-17 base) to cover the anticipated decrease in Foster Care Title IV-E Federal Funds.

The percent of children in paid placements that are Title IV-E Eligible is outlined below.

Federal Fiscal Year	Percent of Children in Paid Placements that are Title IV-E Eligible	Change from Previous Federal Fiscal Year
2012	70.7%	(0.4)
2013	66.3%	(4.5)
2014	60.8%	(5.5)
2015	58.3%	(2.4)
2016	55.5%	(2.8)

Note: These amounts represent DFPS estimates and may not align with assumptions in the 2016-17 LBB adjusted base.

DFPS indicated that children placed with relatives who are not in verified foster homes cannot be counted in the calculation for determining the amount of federal Title IV-E administration for CPS direct delivery staff, which increases the proportion of the total cost paid from General Revenue.

DFPS indicated that the mix of service level needs for children continues to change, with more children that have high needs requiring placement. DFPS has also indicated that the number and duration of specialized placement arrangements have an impact on Title IV-E eligibility. In some circumstances, DFPS pays a rate that is outside the published rate-setting methodology for which federal reimbursement is unavailable. Not only are these child-specific contracts ineligible for Title IV-E funding, they are typically more expensive than the average cost for foster care and therefore place a higher burden on General Revenue.

In addition, the Fostering Connections Act of 2008 de-linked Title IV-E adoption assistance eligibility from birth parent income. The de-linking phase-in began in federal fiscal year 2009 and will gradually increase by age group until all children are eligible for Title IV-E adoption assistance payments regardless of their birth parents' income. The increase in children eligible for Title IV-E federal funding decreases the amount of General Revenue for the adoption assistance payments needed and the total General Revenue savings in the 2018-19 biennium totals $5.4 million.

16. **Reporting Requirements and Compliance.** To assist in legislative oversight, the 2016-17 General Appropriations Act contains several reporting requirements in the DFPS bill pattern, Article II Special Provisions, and Article IX General Provisions. See **Supplemental Schedule 1: DFPS Reporting Requirements** for a full list of the agency's statutory reporting requirements for the 2016-17 biennium.

17. **Sub-Acute Psychiatric Hospital Inpatient Treatment Program:** The Eighty-fourth Legislature appropriated $4.2 million in General Revenue to DFPS to provide sub-acute treatment services to children with significant developmental, behavioral, and emotional problems following a psychiatric hospitalization. The agency reported difficulty finding placements for children who no longer have a medical need to be hospitalized, but who still require specialized mental and behavioral health care. The sub-acute placement rate established for this purpose was set at $650 per day, with stays time-limited to 90 days. The appropriated funding would have provided for 6,423 days at the proposed rate. However, pursuant to DFPS Rider 23, Rates and Payments, which allows the agency to exceed the established foster care rates in instances in which they are unable to locate a placement at the applicable rate, DFPS began paying for hospital stays, primarily in psychiatric hospitals, past medical necessity in March 2015, prior to receipt of the sub-acute treatment appropriations.

    When procurement for the sub-acute program began in January 2016, the agency received no responses to the request for proposals (RFP). As a result, the sub-acute program was not implemented. The related funding is being used to pay hospitals for those children who may otherwise have received a sub-acute placement. DFPS reports total reimbursement to hospitals through child-specific contracts of $6.3 million in fiscal year 2016 for 409 children and 37,488 days.

It is likely that these child-specific contracts with hospitals are the primary reason overall spending on child-specific contracts has increased so significantly in recent years from $4.3 million in fiscal year 2014 to $6.5 million in fiscal year 2015 and $14.1 million in fiscal year 2016. Expenditures for child-specific contracts are projected to be $21.8 million to $21.9 million in each of fiscal years 2017 to 2019. Child-specific contracts are funded entirely with General Revenue Funds.

18. **Agency-Set Rates and Other Appropriation Requests.** LBB recommends that DFPS works to more completely assess the needs of the foster care system and bring forward accurate requests for funding during the Legislative session when they can be considered by the full legislature.

During the current biennium, the agency requested to increase the Foster Care Redesign blended rate twice: from $64.85 to $69.94 per child per day in a February 1, 2016 request and again to $71.70 per child per day in a June 27, 2016 request. This represents an overall 10.6 percent increase from the previously established rate assumed in the 2016-17 GAA, set by the Eighty-fourth Legislature. The February 1, 2016 request was retroactive to September 1, 2016 as the agency had already been paying the new rate of $69.94 per child per day without requesting or receiving the required approval. The second request was for fiscal year 2017. The agency's request for rate increases during the Eighty-fourth Legislative session did not include any increase for foster care redesign.

Additionally, the agency has indicated that supplemental needs for Foster Care Redesign in Region 3B are estimated to be $2.2 million in fiscal year 2016 and $2.1 million in fiscal year 2017. According to the agency, this amount was included in the overall anticipated shortfall of $106.0 million All Funds presented at the October 26, 2016 Senate Finance Committee hearing. **See Supplemental Schedule below** for a list of the current foster care provider rates effective through August 31, 2017. The additional supplemental needs for the SSCC in the current biennium are not included in the LBB estimated supplemental need (see Selected Fiscal and Policy Issue 4, Fiscal Year 2017 Supplemental Needs for Entitlement Programs and Other Forecasted Programs).

See also the discussion below on day care appropriations.

Supplemental Schedule: Current DFPS Foster Care Rates

LEGACY FOSTER CARE RATES

FAMILY AND PROTECTIVE SERVICES (FPS) HOMES	RATE
Foster Care (FC)-FPS Home-Level of Care (LOC) Basic	$23.10
FC-FPS Hm-LOC Moderate	$40.44
FC-FPS Hm-LOC Specialized	$51.99
FC-FPS Hm-LOC Intense	$92.43
CHILD-PLACING AGENCIES (CPA)	
FC-CPA-LOC Basic	$43.71
FC-CPA-LOC Moderate	$76.72
FC-CPA-LOC Specialized	$101.86
FC-CPA-LOC Intense	$186.42
RESIDENTIAL FACILITIES	
FC-Facility-LOC Basic	$45.19
FC-Facility-LOC Moderate	$103.03
FC-Facility-LOC Specialized	$162.30
FC-Facility-LOC Intense	$260.95
FC-Psychiatric Transition Program	$374.33
FC-Child-Specific Contracts	**Variable**
FC-Sub-Acute Inpatient Treatment*	$650.00
FC in Emerg Shelt Inst	$129.53
JPC Emergency Shelter	$129.53
TJJD Halfway House (Appvd-HHSC 2/9/14) (Oct 13- until amended)	$185.32

JPC – Juvenile Probation Commission
TJJD – Texas Juvenile Justice Department

SUPERVISED INDEPENDENT LIVING (SIL)	
SIL-Youth-Apartment	$43.02
SIL Youth-Dorm-Non-College	$43.02
SIL Youth-Dorm-College	$41.49
SIL Youth-Shared Housing	$43.02
SIL Youth-Host Home	$33.53
SIL Child-Apartment	$11.50
SIL Child-Dorm-Non-College	$11.50
SIL Child-Dorm-College	$7.86
SIL Child-Shared Housing	$11.50
SIL Child-Host Home	$11.50

FOSTER CARE REDESIGN RATES (FCR)

	RATE
FCR-SSCC-B Blended Foster Care Rate (effective 9/1/2015 - 8/31/2016)	$69.94
FCR-SSCC-B Blended Foster Care Rate (effective 9/1/2016 - 8/31/2017)	$71.70
FCR-SSCC-B Exceptional Care Rate	$465.13
SSCC-SIL-Youth-Apartment	$43.02
SSCC-SIL Youth-Dorm-Non-College	$43.02
SSCC-SIL Youth-Dorm-College	$41.49
SSCC-SIL Youth-Shared Housing	$43.02
SSCC-SIL Youth-Host Home	$33.53
SSCC-SIL Child-Apartment	$11.50
SSCC-SIL Child-Dorm-Non-College	$11.50
SSCC-SIL Child-Dorm-College	$7.86
SSCC-SIL Child-Shared Housing	$11.50
SSCC-SIL Child-Host Home	$11.50

SSCC – Single Source Continuum Contractor

ADOPTION ASSISTANCE

Adoption Assistance - Tier 1 (Basic LOC in Foster Care)*	$400.00
Adoption Assistance - Tier 2 (Above Basic LOC in Foster Care)*	$545.00
Adoption Assistance - Non Recurring*	$1,200.00
Health Care Benefit	$150.00

* Recurring and Non-Recurring adoption assistance rates are ceilings; Health Care Benefit is actual.

PERMANENCY CARE ASSISTANCE (PCA)

PCA Assistance - Tier 1 (Basic LOC in Foster Care)*	$400.00
PCA Assistance - Tier 2 (Above Basic LOC in Foster Care)*	$545.00
PCA Assistance - Non Recurring*	$1,200.00

* Recurring and Non-Recurring adoption assistance rates are ceilings

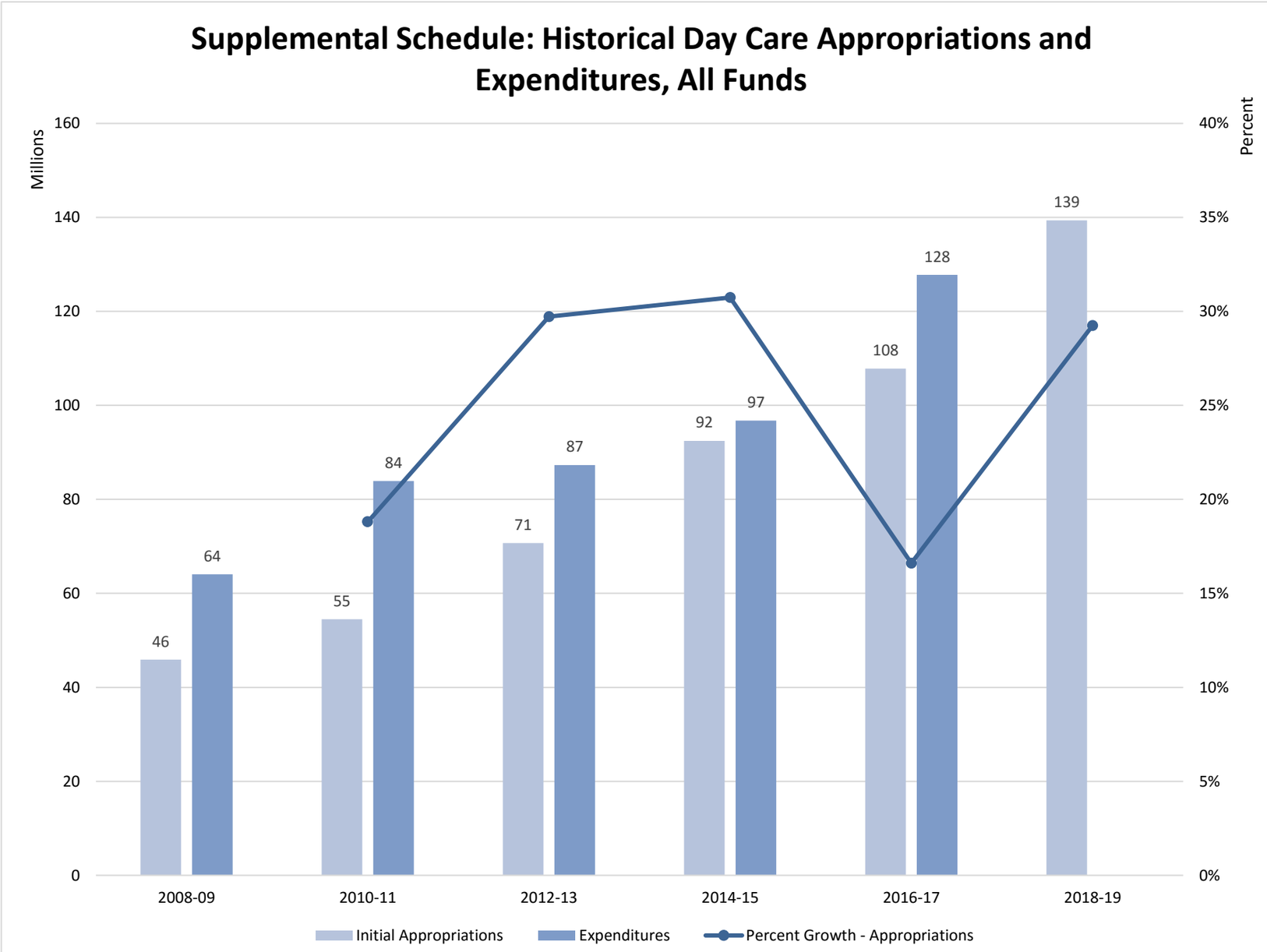
RELATIVE AND OTHER DESIGNATED CAREGIVER (RODC) PROGRAM

Integration Payment (One-Time) - Primary Child (Oldest Child in Sibling Group)	$1,000.00
Integration Payment (One-Time) - Additional Child	$495.00
Flexible Benefit (Annual and Per Child)	$500.00

*Sub-Acute Inpatient Treatment rate was not implemented (see Selected Fiscal and Policy Issue 17, Sub-Acute Psychiatric Hospital Inpatient Treatment Program.

19. **Day Care Appropriations.** Provisions included in agency Rider 24, Limitation on Appropriations for Day Care Services, of the 2016-17 GAA limit DFPS from exceeding total appropriations for day care without Legislative Budget Board and Governor approval. These provisions were established in the 2012-13 biennium to more closely manage day care expenditures and related program shortfalls (**see Supplemental Schedule below**).

While amounts included in the agency's Legislative Appropriations Request show a surplus of $0.6 million in Strategy B.1.3, TWC Contracted Day Care, for the 2016-17 biennium, the agency already requested and received $6.4 million additional funds in fiscal year 2016 to address the agency-projected shortfall, of $21.3 million in General Revenue. Similarly, LBB projects a $13.9 million biennial shortfall (see Selected Fiscal and Policy Issue 4, Fiscal Year 2017 Supplemental Needs). The August 9, 2016 request for $6.4 million in additional funds in fiscal year 2016 was submitted after the agency had already provided the service and incurred the cost. The agency indicates that this growth in day care is due to agency-instituted policies. The agency has not quantified how these policies impact costs or if the cost impact was considered before implementing the policies.


Supplemental Schedule: Historical Day Care Appropriations and Expenditures, All Funds
Millions
Percent
160
140
120
100
80
60
40
20
0
40%
35%
30%
25%
20%
15%
10%
5%
0%
46
64
55
84
71
87
92
97
108
128
139
2008-09
2010-11
2012-13
2014-15
2016-17
2018-19
Initial Appropriations
Expenditures
Percent Growth - Appropriations

20. **The Stephen Group Contract.** DFPS originally contracted with The Stephen Group in February 2014 for $0.8 million to conduct an operational review of the Child Protective Services (CPS) Division related to CPS Transformation (**see Supplemental Schedule 2: CPS Transformation Status**) and produce a report detailing recommendations. In August 2014, DFPS amended the contract to include services to implement recommendations from the operational review. The LBB Contract Oversight and Technology Team reviewed the contract and found that while the procurement met contracting guidelines, there were concerns about the size and scope of the contract amendments. The amendments totaled $2.4 million for implementation services that were not explicitly evaluated in the original procurement. As contract amendments, these additional services did not face competitive pricing pressure. Additionally, the scope of the implementation services included prioritizing and managing project deliverables, including functions that typically are performed by agency staff.

    Upon completion of this contract in February 2016, the agency released a competitive solicitation to continue implementation consulting services. The LBB Contract Oversight and Technology Team raised concern that the request for proposals too heavily favored The Stephen Group to allow true competition. In response, the agency pulled the solicitation. In June 2016, the agency awarded a sole source contract to The Stephen Group to continue implementation consulting services until December 2016 for $0.2 million. The agency's justification for utilizing a sole source award was that agency executives needed the transfer of knowledge from The Stephen Group regarding the work the firm had previously performed under prior contract.

21. **Capacity Tracking.** In response to the agency's consistent identification of foster care capacity as a challenge to their operations, LBB staff have sought to gather additional information on the current capacity level. However, while the agency identifies capacity as an issue they have not, and indicate that they cannot, quantify any real-time capacity metrics. The agency indicates that the current CLASS and Child Placement Vacancy (CPV) systems do not meet this need and therefore they would require a new Provider Placement Capacity Portal.

    Currently, CPV includes information the provider enters regarding vacancies related to gender, age range, and the highest level of service they are verified to serve. Similarly, the CLASS system includes the provider's licensed capacity. According to the agency, both systems only provide a "snapshot" in time, and are only as accurate as the information submitted by the providers.

    While these systems are not as robust as a new system could be, there are several changes that the agency could make internally, within existing appropriations, that would immediately improve their efficiency and effectiveness, including 1) writing queries to pull information from both systems simultaneously; 2) adding search fields for information already in the system; and 3) enforcing current contract requirements for correct and timely entry of information into the system by the providers. It is likely any new system would also experience issues with reporting capacity information if the enforcement of data entry by providers does not occur.

22. **Title IV-E Waiver.** House Bill 748, Eighty-third Legislature, Regular Session, 2013, authorized DFPS to pursue a Title IV-E waiver under the Child and Family Services Improvement and Innovation Act. The waivers are for five years and allows states to use Title IV-E Federal Funds that are typically reserved for foster care to test innovative strategies in child welfare programs to improve reunification, permanency, and well-being for children and families in Child Protective Services (CPS). Rider 30, Title IV-E Waiver, in the 2016-17 GAA further authorized the agency to request a transfer of funds from Strategy B.1.9, Foster Care Payments, to implement the waiver project.

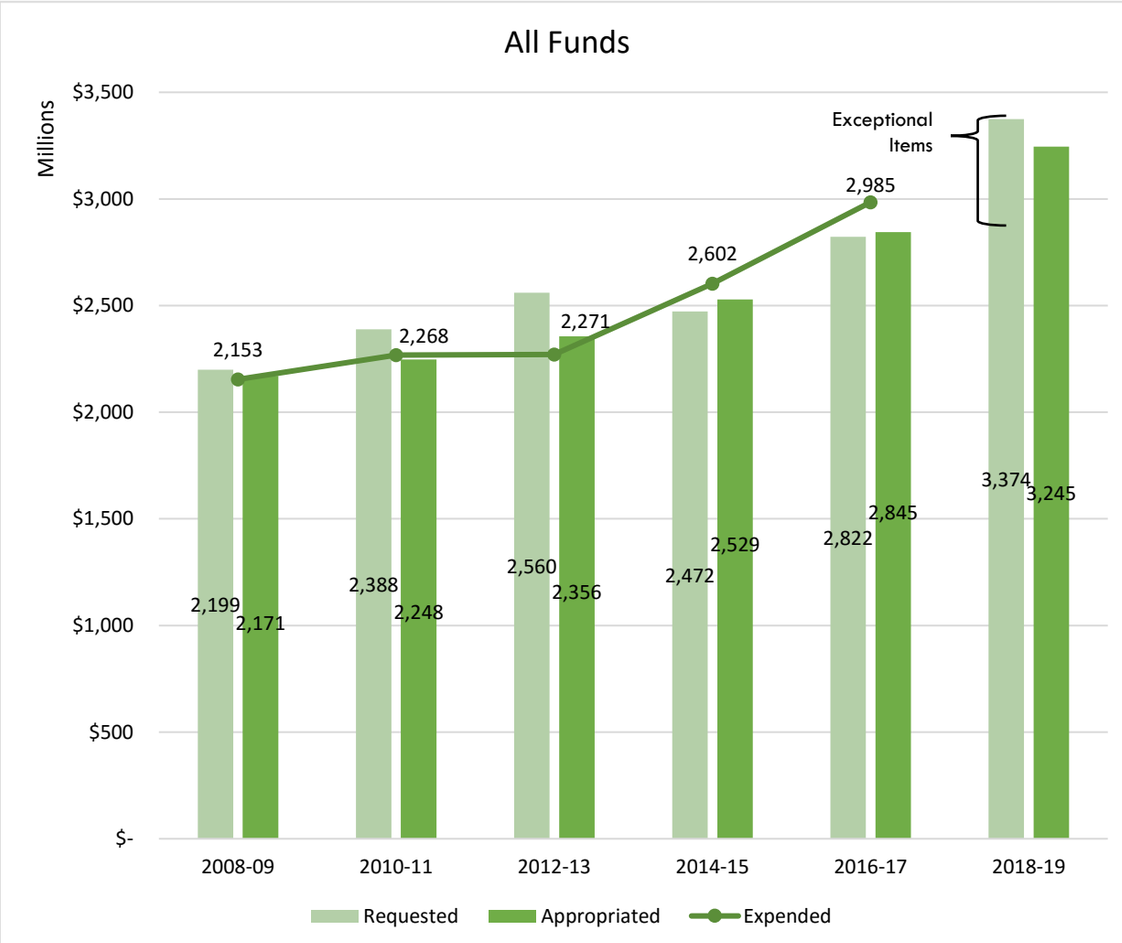
    Initially, the agency proposed to use the funding flexibility to partner with the Casey Family Program to implement the Child and Adolescent Needs and Strengths (CANS) assessment tool in Harris county to better meet the identified needs of the children and families served in the region. However, in July 2016, the agency officially withdrew their participation in the Title IV-E waiver demonstration citing budgetary constraints. The main budget concerns related to the requirement that any state funding for the project be locked-in for the total life of the project, and the requirement of cost neutrality preventing the agency from being able to cover the subsequent increased need for tracking and reporting.

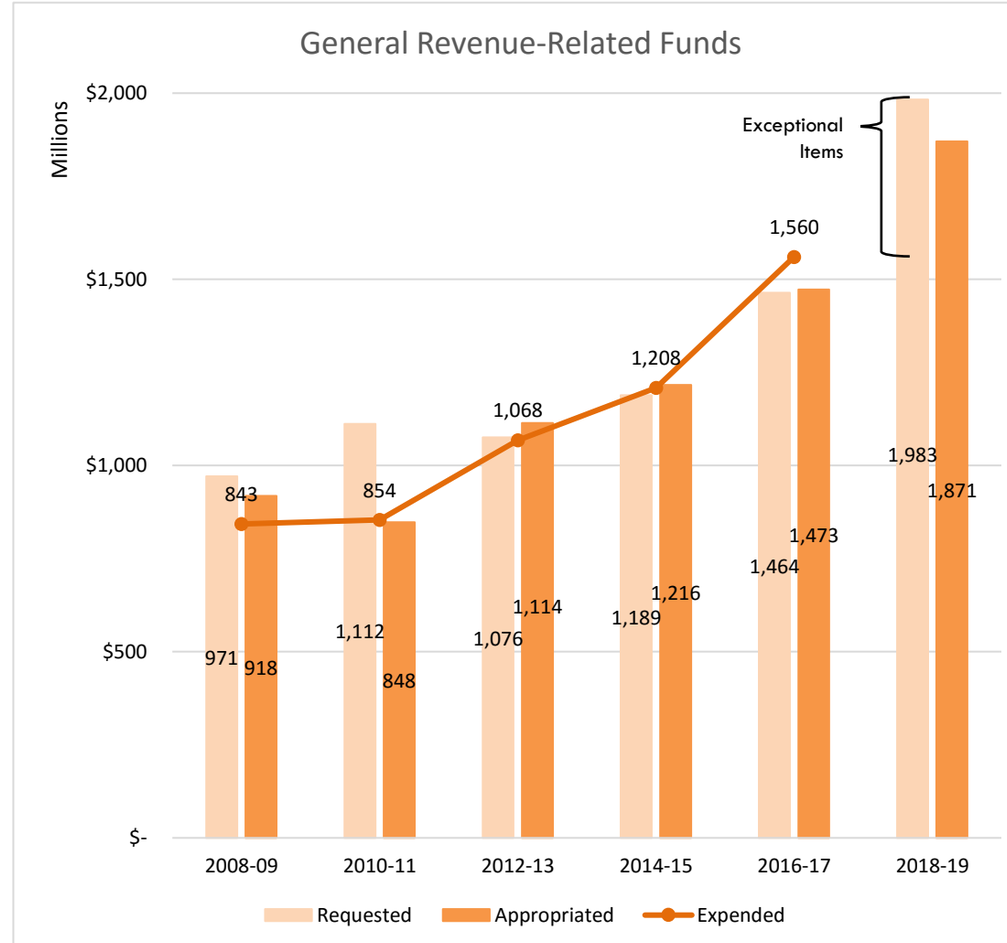
23. **Earned Federal Funds.** Recommendations reduce the projected Earned Federal Funds (EFF) for DFPS in fiscal years 2018 and 2019 to reflect the historical trend of decreasing EFF over time (see table below). Earned Federal Funds are dollars received in connection with a federal program, but by governing agreement are not required to be spent on federal programming. The most common examples of EFF are 1) interagency contracts paid from another agency's federal funds; 2) depository interest earned on federal funds; and 3) sale of fixed assets purchased with federal funds. The reduction at DFPS reflects the decline of these eligible sources of EFF available at the department. Agencies are provided General Revenue and are required to collect EFF at the level established in Article IX, Sec. 13.11, Definition, Appropriation, Reporting and Audit of Earned Federal Funds, or return General Revenue to the treasury in the amount equal to that not collected.

Fiscal Year	EFF
2012	$819,550
2013	$618,270
2014	$335,294
2015	$349,320
2016, estimated	$242,811
2017, projected	$206,390
2018, recommended	$185,751
2019, recommended	$176,463

24. **Historic Child Protective Services Appropriations.** In alignment with legislative priorities, the agency has seen a steady growth in biennial appropriations to Child Protective Services (CPS). The agency's All Funds appropriations increased by $673.6 million from the 2008-09 biennium to the 2016-17 biennium, representing a 31.0 percent growth. General Revenue funding saw a similar increase of $554.8 million, or 60.0 percent growth, over the same time period. In addition, appropriations exceeded the agency's Legislative Appropriations Request since the 2014-15 biennium in All Funds and the 2012-13 biennium in General Revenue funds (**see Supplemental Schedule below**).

Supplemental Schedule: Overview of Child Protective Services Funding





Notes:

1) The 2018-19 requested amounts include the agency's base request and exceptional item request as submitted in the agency's Legislative Appropriations Request. The 2018-19 appropriated amounts represent total recommendations.

2) The 2018-19 recommendations for Child Protective Services (CPS) provide funding above the agency's base request for CPS critical needs, direct delivery staff, adoption purchased services, day care purchased services, adoption subsidies and permanency care assistance payments, and relative caregiver monetary assistance payments. The difference between the requested and recommended amount includes the remaining CPS exceptional items that were not funded (see Items Not Included).

25. **Case Management in Foster Care.** Over the last four years, multiple entities have reported concerns pertaining to the division of responsibilities for case management in the Texas foster care system. As Texas expanded the number of contractors in the foster care and Medicaid systems, entities assumed case management responsibilities without clear divisions of responsibility. Currently, foster children and caregivers can receive case management from the following entities:

- DFPS caseworkers;
- Child placing agency case managers;
- Single Source Continuum Contractors in foster care redesign areas;
- Local Mental Health Authority case managers;
- STAR Health service coordinators and service managers; and,
- STAR Health home health providers.

The unclear divisions of responsibilities may result in gaps in communication and service delivery or duplication of case management activities. As part of the foster care redesign implementation plan required by Sunset legislation passed during the Eighty-fourth Legislature, DFPS is required to clarify case management responsibilities and report progress towards goals. In June 2016, the agency issued a request for information asking vendors to describe how case management operates in residential foster care and how to fix it. As of January 2017, the agency has not implemented the Sunset legislation provisions pertaining to case management.

26. **Youth Empowerment Services (YES) Waiver.** The Youth Empowerment Services (YES) waiver provides home and community-based mental health services to children and youth between ages 3 and 18 with a mental health disorder of such severity that otherwise they would either need inpatient psychiatric care, threaten the success of their foster care placement, or be relinquished to state custody by their parents. The YES waiver sets aside certain Medicaid eligibility requirements (in this case, it disregards parental income) to provide home and community-based services to kids with a severe emotional disturbance (SED). YES waiver services may include respite care for families and caregivers; specialized therapies, including art, recreational, music, and animal-assisted; minor home modifications; and supportive family-based services to help the family learn healthy interactions.

A waiver amendment approved by CMS in July 2016 expands YES eligibility to include children and adolescents in the state's conservatorship. As of January, 2017, 12 children or adolescents in conservatorship at DFPS were enrolled in YES. The table below shows the total YES waiver enrollment and corresponding appropriations to the Health and Human Services Commission (HHSC).

	Enrollment	General Revenue	Federal Funds	Other Funds	All Funds	Average All Funds Cost Per Enrollee
2011	85	$56,387	$121,017	$67,818	$245,222	$2,885
2012	121	$71,090	$265,412	$65,787	$402,289	$3,325
2013	238	$80,468	$443,555	$255,161	$779,184	$3,274
2014	605	$1,344,498	$1,658,583	-	$3,003,081	$4,964
2015	991	$5,225,126	$3,115,535	-	$8,340,661	$8,416
2016	2,094	$3,839,899	$4,488,493	-	$8,328,392	$3,977
2017		$12,187,500	$17,118,174	-	$29,305,674	

Source: HHSC
Note: As of January 24, 2017, the 2017 enrollment projections and explanation for Cost Per Enrollee variance are forthcoming from HHSC.

HHSC has requested a total of $24.4 million in General Revenue, $58.6 million in All Funds, for the 2018-19 biennium to continue this program. The agency should continue to determine whether it would be possible to use the YES waiver to find more stable placements for some children currently in hospitals (despite a lack of medical necessity) under a child-specific contract.

Family and Protective Services, Department of
Supplemental Schedule 1: DFPS Reporting Requirements

Citation of Reporting Requirement	Required Report Content	Required Biennial Frequency	Late in 2016-17?
Rider 7, Other Reporting Requirements	Monthly Financial Report (MFR)	24	Yes
	Quarterly caseload updates - Foster Care & Adoption Subsidy and Permanency Care Assistance	8	Yes
Rider 9, Human Resources Management Plan	Employee retention	4	No
Rider 15, Minority Child Removals	Minority child removals by county	2	Yes
Rider 25, Foster Care Redesign	Foster Care Redesign performance trends	4	Yes
Rider 36, Parental Child Safety Placement	Parental Child Safety Placement program outcomes	1	Yes
Rider 37, CASA Family Finding Collaboration	CASA Family Finding Collaboration program outcomes	1	No
Rider 38, Prevention Outcomes	Prevention and Early Intervention program outcomes	1	No
Rider 39, Abusive Head Trauma Prevention	Abusive Head Trauma Prevention program outcomes	1	—
Rider 41, Compensation Effectiveness	Merit salary increases, overtime payment, and mentor stipend effectiveness	1	Yes
Special Provisions 13, Caseload and Expenditure Reporting Requirements	Caseload projections	8	No
	Caseload expenditures	24	No
Art IX, Sec. 17.07, Agency Coordination for Youth Prevention and Intervention Services	Juvenile delinquency prevention and intervention outcomes	2	No
Human Resources Code, Sec. 48.212	Pilot Program to Provide Protective Services to Persons At-Risk of Future Harm	1	—
DFPS FY 2017 Critical Needs Reporting	As a requirement included in the December 1, 2016 approval of the DFPS fiscal year 2017 Critical Needs Request, the agency is required to submit weekly performance and expenditure data to track use and impact of the funds received.	39	**

Note:
1) List does not include reports required of all agencies or reports contingent on specific events.
2) Reports listed "—" have submission deadlines after January 2017.
3) Structure for DFPS FY 2017 Critical Needs Report listed "**" is still being finalized. LBB staff received some required data, but is in the process of working with CPA and DFPS to ensure that, moving forward, all required information is captured and reported appropriately.

Family and Protective Services, Department of
Supplemental Schedule 2: CPS Transformation Status

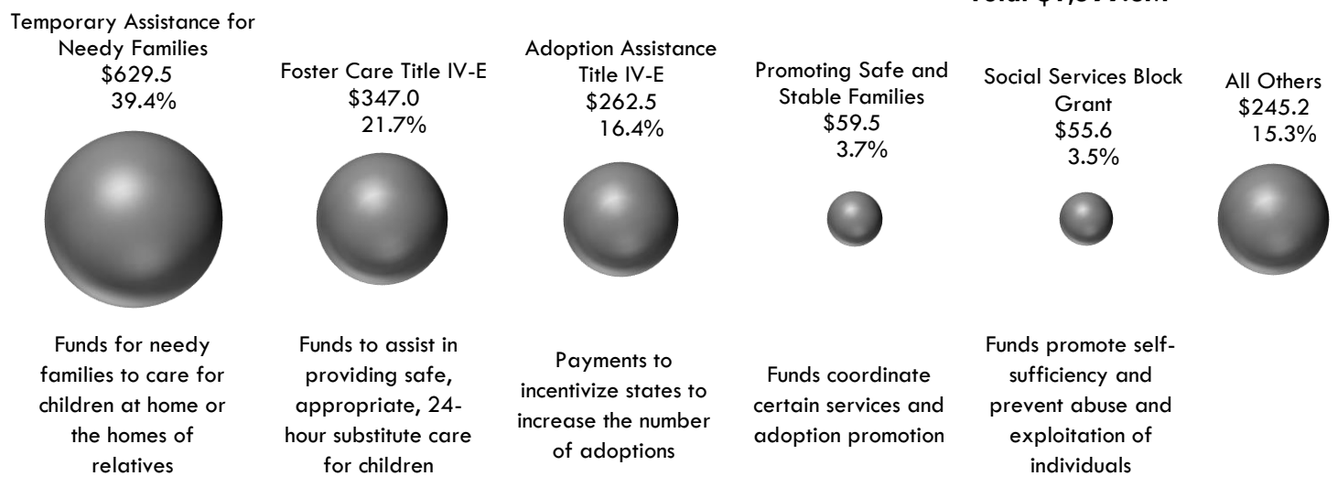
Priority	Initiative	In Progress	Completed[1]	Cancelled
Develop a Professional and Stable Workforce	University Collaboration		X	
	Recruitment		X	
	Hiring		X	
	Mentoring Program		X	
	Strengths-Based Supervision Training		X	
	Supervisor Training Model	X		
	Mid/Upper Management Training Model	X		
	Retention Best-Practice Models		X	
	360-Degree Performance Feedback		X	
	Performance Evaluation Tools		X	
Ensure Child Safety, Permanency, and Well-Being	Safety Assessments		X	
	Risk Assessments		X	
	Family Strengths and Needs Assessment	X		
	Practice Models	X		
	Investigation Best Practice Models		X	
	Reunification and Permanency Models	X		
	Title IV-E Demonstration Waiver			X
	Purchased Services Evaluation	X		
	Foster Care Enhancement	X		
	Office of Child Safety		X	
	Prevention and Early Intervention Strategic Plan		X	
	Faith-Based Program Initiatives	X		
Establish Effective Organization and Operations	Functional Unit Organization		X	
	Information Technology Prioritization		X	
	Stakeholder Communication	X		
	CPS Policy Handbook	X		
	Data Analysis		X	
		10	16	1

Notes: 1) Completion is self-reported and indicates that the agency has implemented all goals associated with the corresponding initiative.
Source: October 2016 DFPS Progress Report to the Sunset Advisory Commission: Child Protective Services Transformation

Family and Protective Services, Department of

Summary of Federal Funds (2018 - 19) - House

Total $1,599.3M

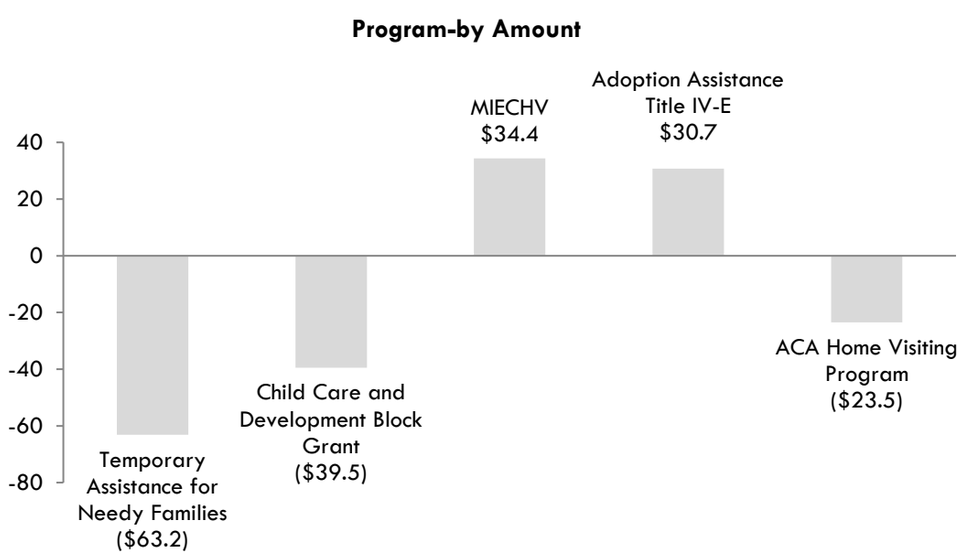


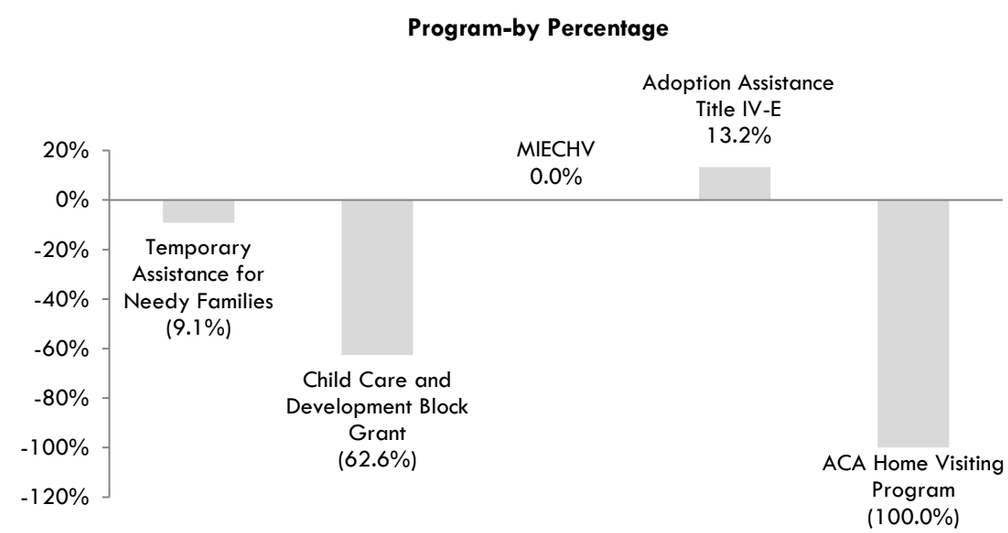
Selected Federal Fiscal and Policy Issues

1. The federal funding from the ACA Home Visiting Program was replaced with federal funding from the Maternal, Infant and Early Childhood Home Visiting (MIECHV) grant program in fiscal year 2018.

2. Senate Bill 200, Eighty-fourth Legislature, 2015 transferred child care licensing regulatory functions to HHSC. This is reflected by a $39.5 million decrease in Child Care and Development Block Grant funding for the 2018-19 biennium.

Programs with Significant Federal Funding Changes from 2016 - 17



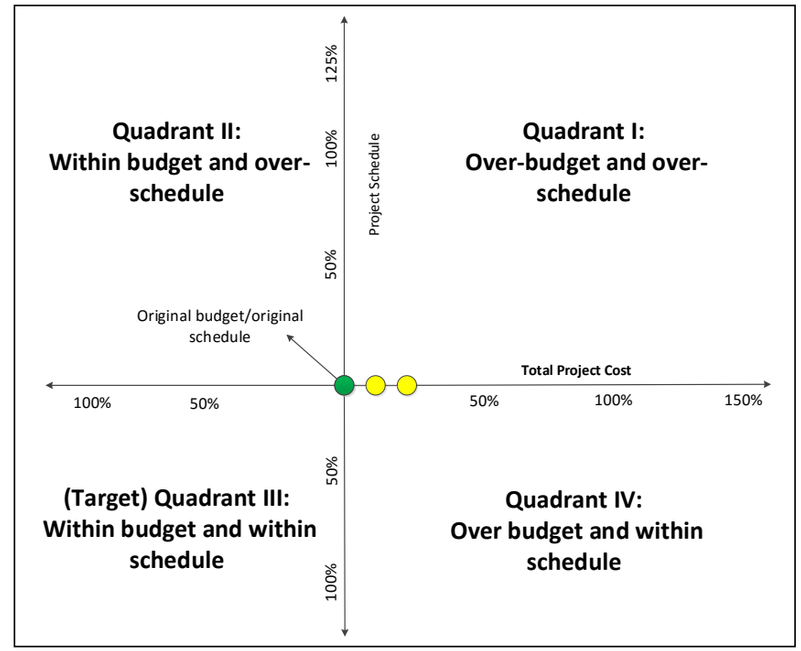


Department of Family Protective Services
Quality Assurance Team Highlights - House

Summary of Total Costs (in millions) and Time Frames reported to the Quality Assurance Team*

	Project Name	Original Projected Costs	Current Projected Costs	Difference in Costs	Expenditures to Date	Original Timeline in Months	Current Timeline in Months	Difference in Time	% Complete	
1	**IMPACT Modernization**	$44.6	$44.6	$0.0	$22.3	53	53	0	50%	
2	**SHIELD**	$1.6	$1.6	$0.0	$1.1	18	18	0	100%	●
	Capital Budget Rider 2,CPS Transformation									
3	**CPS Transformation**	$23.1	$23.1	$0.0	$0.0	28	28	0	0%	●
4	**Preventing Sex Trafficking and Strengthening Families Act**	$6.2	$6.2	$0.0	$0.0	28	28	0	0%	●
	Capital Budget Rider 2, CLASS Upgrades									
5	**FBI National Rap Back***	$2.2	$2.2	$0.0	$0.0	14	14	0	0%	●
6	**CLASS Child Care Development***	$6.0	$6.0	$0.0	$0.0	14	14	0	0%	●
7	**Child Care Licensing (CCL) Online Fees***	$1.1	$1.4	$0.3	$0.0	14	14	0	0%	●
8	**Child Care Licensing (CCL) Renewal***	$1.4	$1.6	$0.2	$0.0	14	14	0	0%	●
	Project Totals (8)	**$86.2**	**$86.7**	**$0.5**	**$23.4**					

Major Information Resources Projects



Note: Both CCL projects have a slight increase over cost. The Quality Assurance Team (QAT) noted that all agency costs were not being identified related to staff and benefits. The scope of these projects are contained within the "Online IMPACT Modernization Phase 2" RFP No. 530-16-0006. Responses to the solicitation have been received and DFPS is currently evaluating the proposals.

Legend
- ● Project is within budget and within schedule
- ● Project exceeds budget OR schedule
- ● Project is over budget and behind schedule

In November 2016, DFPS executed a contract with Infosys for Phase II of IMPACT Modernization. Phase II would build upon Phase I and includes the elaboration of the high-level requirements and the creation of the detailed design of the solutions proposed in Phase I. The initial contract value is for $16.0 million, DFPS has the option to include two, one-year renewal options. DFPS plans to encumbering $16.0 million in fiscal year 2017.

*Note: These figures reflect all project costs (Capital and Informational) and timelines from self-reported monitoring reports that are sent to the Quality Assurance Team (QAT) for review. QAT includes representatives from the Legislative Budget Board, the State Auditor's Office, and the Department of Information Resources.

Significant Project Highlights

IMPACT Modernization

This project was authorized to begin in fiscal year 2014 as a 53 month project and was appropriated $21.1 million for project development (General Revenue, Federal Funds and GR Match for Medicaid - 758). When the project was initiated, QAT identified this as a high risk project due to estimated costs, duration period and scope complexity.

Though the project is being reported by the agency as within budget and schedule, the agency is experiencing the following issues: vendor not meeting key milestones for testing and procurement; high staff turnover which seems to lead to untimely submission of reporting requirements; staff seem to be overextended due to the number of other information technology projects. These issues lead to a higher risk to meeting the overall project completion date. The agency indicates that they are meeting bi-weekly with the vendor to assess defect findings, staffing, and schedule impacts to coordinate the remediation of each identified risk. See below for additional information.

QAT Budget Highlights (in millions)

Project Name	2016-17 Base	2018-19 Requested	2018-19 Recommended
IMPACT Modernization	$21.1	$12.0	$12.0
CPS Transformation	$38.0	$0.0	$0.0
CLASS Upgrades	$7.9	$5.0	$5.0
Total	**$67.0**	**$17.0**	**$17.0**

* Note: Requested amounts for 2018-19 include all baseline and exceptional item funding requested by the agency. Recommended amounts for 2018-19 include baseline funding only.

DFPS has identified system defects within the technical and functional areas of the business requirements. In August 2015 the agency presented a list of corrective actions to Accenture for Phase 1 ($7.2 million contract). Accenture worked with DFPS on the corrective actions to determine how to best address them and what impact might occur to the overall schedule.

A project work plan was revised in July 2016, and a contract amendment was executed. The amendment is specific to the revised work plan, and no increased costs related to the amendment is expected. It is unclear whether the agency or the vendor created the revised work plan. QAT requested a copy of the revised plan for review, to date the agency has not provided the requested information. Without this information it is difficult to determine what is being accomplished in terms of design, implementation, documentation, and support.

As initially described in the IMPACT Modernization Statement of Work, the project will be completed in three phases:
Phase I includes overall project planning (documenting, validating and identifying software or system requirements and possible development of smaller projects).
Phase II includes a detailed design of the achievement proposed in Phase I that are mapped to specific projects and initiatives.
Phase III includes the development, testing and implementation of the entire system.

Due to the complexity and extensive amount of data that needs to be managed within IMPACT Modernization, DFPS has instituted the use of 3rd party vendors for both Program Management and Independent Validation and Verification (IV&V) services. IV&V checks agency requirements to help ensure the product is built to the agreed to specifications. QAT recently requested additional information for these services (e.g., supporting data, project artifacts and status reports) in order to perform a more comprehensive analysis of the project.

Although, some requested information has not been received, QAT reviewed the IV&V status report and identified several additional concerns to IMPACT Modernization. For example, the system depends on the success of multiple related projects, such as the Reporting and Data Management Technology Upgrades, and Adult Protective Services Project. The IV&V report also noted system performance concerns. It's unclear the agency's plan to address these concerns in the vendor contract. IV&V is responsible to review key milestones and tasks established in the July 2016 revised work plan. QAT was made aware that IBM was onsite during October to assist DFPS with additional performance testing. However, its unclear IBM's role in this project.

CPS Transformation
These projects were authorized to begin in fiscal year 2016 as two 28 month projects and were appropriated $38.0 million for development (General Revenue, Federal Funds and GR Match for Medicaid - 758).

These projects contains major modifications to the web-enabled IMPACT system. IMPACT provides complete casework management for reported abuse and neglect cases for CPS, APS, and the investigation function of Child Care Licensing. CPS meets federal requirements for State Automation Child Welfare Information Systems and the Adoption and Foster Care Analysis and Reporting System.

*Note - Responses to the solicitation have been received and DFPS is currently evaluating the proposals.

Class Upgrades
These projects were authorized to begin in fiscal year 2016 as 14 month projects and were appropriated $7.9 million for development of four projects (General Revenue).

The current Child-Care Licensing Automated Support System (CLASS) consists of an Intranet application used by DFPS staff and an Internet Public and Provider website.

1. The initiative includes four projects.

--Child Care Licensing Automated Support System (CLASS) Child Care Development Project
--Federal Bureau of Investigation (FBI) National Rap (Record of Arrests and Prosecutions) Back Project
--Child Care Licensing (CCL) Online Fees Project
--Child Care Licensing (CCL) Renewal Project

2. Key program staff are assigned to specific functional or technical components of each project according to their subject-matter expertise.

3. Risks identified by QAT have been discussed with HHSC Procurement and Contracting Services (PCS) to bring awareness that the compressed timelines are aggressive and may not be easily obtainable.

*Note - These CLASS Upgrade projects were initiated in June 2016. A contract was signed in September with Technology Consortium as a single Request for Proposal for Child Care Licensing Projects.

Family and Protective Services, Department of
FTE Highlights - House

Full-Time-Equivalent Positions	Expended 2015	Estimated 2016	Budgeted 2017	Recommended 2018	Recommended 2019
Cap	12,305.1	12,716.0	12,855.6	12,192.0	12,192.0
Actual/Budgeted	11,741.9	11,917.4	12,764.5		
Recast - Actual/Budgeted Excluding Program Transfers	*10,947.8*	*11,031.1*	*12,193.0*		

Schedule of Exempt Positions (Cap)					
Commissioner, Group 7	$210,000	$236,286	$220,000	$220,000	$220,000

Notes:

a) Recast FTEs exclude FTEs in programs transferring to the Health and Human Services Commission pursuant to Senate Bill 200, Eighty-fourth Legislature, beginning in fiscal year 2018 to provide historical comparison for the FTEs remaining at DFPS in the 2018-19 biennium.

b) Fiscal years 2015 and 2016 actual FTE figures are less than the FTE cap limits primarily due to the agency practice of using their high turnover vacancy rate to fund programming. The State Auditor's Office Report, *The State's Position Classification Plan for the 2018-2019 Biennium* (Report No. 17-701, September 2016), reports an agency turnover rate of 19.4 percent in FY 2015, with 9 unique job classifications exceeding 17.0 percent.

c) 2018-19 recommendations maintain FTEs provided in fiscal year 2017 to address Child Protective Services critical needs (see Selected Fiscal and Policy Issue 3, Fiscal Year 2017 Critical Needs Funding).

d) The State Auditor's Office Reports *Executive Compensation at State Agencies* (Report No. 16-706, August 2016), indicates a market average salary of $257,659 for the Commissioner position at the Department of Family and Protective Services and recommends changing the Group classification for the position to Group 8. The agency is not requesting any changes to its Exempt Position.

Family and Protective Services, Department of
Performance Measure Highlights - House

	Expended 2015	Estimated 2016	Budgeted 2017	Recommended 2018	Recommended 2019
• *Average Hold Time for Statewide Intake Phone Calls (English)*	8.2	8.5	10.1	8.5	8.5
Measure Explanation: This measure reports the average hold time in minutes to talk with a statewide intake employee. Recommendations for 2018-19 maintain LBB-projected performance at current FTE levels (see Selected Fiscal and Policy Issue 8, Direct Delivery Program Resources).					
• *CPS Daily Caseload per Worker: Investigations*	16.4	17.1	15.6	14.2	14.2
Measure Explanation: This measure reports the average daily caseload for CPS investigation caseworkers. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections, and reflect the impact of additional FTEs provided in FY 2017-19 to address CPS critical needs.					
• *CPS Daily Caseload per Worker: Family-Based Safety Services*	15.1	15.3	13.9	12.0	12.0
Measure Explanation: This measure reports the average daily caseload for family-based safety services caseworkers. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections, and reflect the impact of additional FTEs provided in FY 2017-19 to address CPS critical needs.					
• *CPS Daily Caseload per Worker: Substitute Care Services*	28.3	29.7	27.6	25.4	25.4
Measure Explanation: This measure reports the average daily caseload for substitute care caseworkers. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections, and reflect the impact of additional FTEs provided in FY 2017-19 to address CPS critical needs.					
• *Average Number of Days of TWC Foster Day Care Paid per Month*	40,096	44,966	46,972	47,357	47,546
Measure Explanation: This measure reports the average number of days of foster child day care provided to DFPS children each month. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Number of Days of TWC Relative Day Care Paid per Month*	36,143	38,283	39,830	40,678	41,355
Measure Explanation: This measure reports the average number of days of relative child day care provided to DFPS children each month. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Number of Days of TWC Protective Day Care Paid per Month*	103,598	131,791	149,579	149,584	148,967
Measure Explanation: This measure reports the average number of days of protective child day care provided to DFPS children each month. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					

• *Average Daily Cost for TWC Foster Day Care Services*	23.12	23.58	24.05	24.53	25.02
Measure Explanation: This measure reports the average cost of one day of day care services provided to a child in foster care. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections. Recommendations include funding for cost growth (see Selected Fiscal and Policy Issue 19, Day Care Appropriations).					
• *Average Daily Cost for TWC Relative Day Care Services*	21.41	21.57	21.78	22.00	22.21
Measure Explanation: This measure reports the average cost of one day of day care services provided to a child in relative care. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections. Recommendations include funding for cost growth (see Selected Fiscal and Policy Issue 19, Day Care Appropriations).					
• *Average Daily Cost for TWC Protective Day Care Services*	21.41	22.11	22.51	22.96	23.41
Measure Explanation: This measure reports the average cost of one day of day care services provided to a child in protective care. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections. Recommendations include funding for cost growth (see Selected Fiscal and Policy Issue 19, Day Care Appropriations).					
• *Average Number of FPS-Paid Days of Foster Care per Month*	489,005	485,926	484,598	484,598	484,598
Measure Explanation: This measure reports the average number of days of paid foster care provided per month at all levels. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Number of Children (FTE) Served in FPS-Paid Foster Care per Month*	16,075	15,932	15,932	15,932	15,932
Measure Explanation: This measure reports the average number of children (FTEs) served in paid foster care per month at all levels. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly FPS Expenditures for Foster Care*	33,614,502	35,116,502	35,353,639	35,189,367	35,023,151
Measure Explanation: This measure reports the average total expenditure for FPS-paid foster care provided each month at all levels. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					

• *Average Monthly FPS Payment per Foster Child (FTE)*	2,091.05	2,204.11	2,219.00	2,208.69	2,198.25
Measure Explanation: This measure reports the average monthly expenditure per child (FTE) served in FPS-paid foster care per month at all levels. The amounts included for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Number of Children Provided Adoption Subsidy per Month*	44,130	46,482	48,848	51,212	53,577
Measure Explanation: This measure reports the average number of children receiving adoption subsidy payments per month. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly Payment per Adoption Subsidy*	422.79	421.06	419.62	418.45	417.91
Measure Explanation: This measure reports the average expenditure per adoption subsidy payment per month. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly Number of Children: Permanency Care Assistance*	2,163	2,791	3,406	3,595	3,425
Measure Explanation: This measure reports the average number of children receiving permanency care assistance per month. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly Permanency Care Assistance Payment per Child*	401.68	403.37	404.31	405.04	405.70
Measure Explanation: This measure reports the average expenditure for permanency care assistance payments per child per month. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly Number of Children: Caregiver Monetary Assistance*	1,622	1,642	1,643	1,657	1,675
Measure Explanation: This measure reports the average number of children receiving monetary assistance per month. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					
• *Average Monthly Cost per Child Receiving Monetary Assistance from the Relative and Other Designated Caregiver Program*	609.30	613.11	614.46	616.79	618.98
Measure Explanation: This measure reports the average monthly expenditure for relative and other designated caregiver assistance payments for each child. Amounts for fiscal years 2015-19 are based on Legislative Budget Board projections.					

• *APS Daily Caseload per Worker (In-Home)*	30.1	31.4	31.7	31.4	31.4

Measure Explanation: This measure reports the average daily caseload for APS in-home caseworkers. Recommendations for 2018-19 maintain LBB-projected performance at current FTE levels (see Selected Fiscal and Policy Issue 8, Direct Delivery Program Resources).

Family and Protective Services, Department of
Rider Highlights - House

Modification of Existing Riders

3. **Limitation on Expenditures for Conservatorship Suits.** Recommendations amend the rider to delete the restriction regarding the use of Federal Funds for this purpose. This provision is duplicative of federal regulation 45 CFR 1356.60 that disallows Title IV-E funding to pay for legal representation for children or parents in conservatorship suits.

6. **Foster Care Payments and Rates.** Recommendations revise rider name and amend the rider to restrict the transfer of appropriations into Strategy B.1.9, Foster Care Payments, without approval; and to update the minimum reimbursement rate to $23.10 per day as established by the Health and Human Services Commission (HHSC) and recommended by the U.S. Department of Agriculture Calculation of Expenditures on Children by Families. Recommendations also amend the rider to move section (d) provisions relating to Foster Care Redesign rates to Rider 25, Foster Care Redesign, and add the text from Rider 23, Rates and Payments, to a new section to better align foster care provisions related to legacy and redesign requirements (See Rider 23, Rates and Payments and Rider 25, Foster Care Redesign, in the 2016-17 General Appropriations Act).

7. **Other Reporting Requirements.** Recommendations amend the rider to 1) add quarterly reporting requirement related to expenditures and performance in Strategies B.1.3, TWC Contracted Day Care, B.1.11, Relative Caregiver Payments, and B.1.1, CPS Direct Delivery Staff, including caseload performance; and 2) add specific reporting deadlines for the monthly and quarterly reports to hold the agency accountable for timely submissions (see Selected Fiscal and Policy Issue 16, Reporting Requirements and Compliance).

9. **Human Resources Management Plan.** Recommendations add specific reporting deadlines to hold the agency accountable for timely submissions (see Selected Fiscal and Policy Issue 16, Reporting Requirements and Compliance).

10. **Appropriation Transfer Between Fiscal Years.** Recommendations remove the limit on the allowable carryback amount to allow the agency to request the full amount needed to cover shortfalls in Strategies B.1.9, Foster Care Payments, and B.1.10, Adoption Subsidy and Permanency Care Assistance Payments. Recommendations add provisions to allow a reversal of any unused portions of the original carryback.

12. **Unexpended Balances Within the Biennium for Prevention Programs.** Recommendations revise rider name and add specific reporting deadlines to hold the agency accountable for timely submissions (see Selected Fiscal and Policy Issue 16, Reporting Requirements and Compliance).

13. **Limitations on Transfers: CPS and APS Direct Delivery Staff.** Recommendations add specific reporting deadlines to hold the agency accountable for timely submissions (see Selected Fiscal and Policy Issue 16, Reporting Requirements and Compliance).

16. **Reimbursement of Advisory Committee Members.** Recommendations amend the rider to add the Youth Leadership Council. The Department of Family and Protective Services (DFPS) is authorized to add advisory councils pursuant to Human Resources Code 40.030(b). The Youth Leadership Council was added in rule (40 TAC 702.515) in the 2016-17 biennium.

20. **Limitation on Appropriations for Day Care Services.** Recommendations amend the rider to restrict the transfer of appropriations out of Strategy B.1.3, TWC Contracted Day Care Purchased Services, without approval; and add specific reporting deadlines to hold the agency accountable for timely submissions (see Selected Fiscal and Policy Issue 16, Reporting Requirements and Compliance).

21. **Foster Care Redesign.** Recommendations amend the rider to add language from Rider 6(d), Foster Care Payment and Rates, to better align foster care provisions related to legacy and redesign requirements (See Rider 6, Foster Care Payments and Rates, in the 2016-17 General Appropriations Act). Recommendations add new language allowing the agency to submit a request to exceed appropriations with Legislative Budget Board and Governor approval.

23. **Limitation on Transfers: Adoption Subsidies, Permanency Care Assistance Payments, and Relative Caregiver Payments.** Recommendations revise rider name and amend the rider to restrict the transfer of appropriations into Strategies B.1.10, Adoption Subsidy and Permanency Care Assistance Payments, and B.1.11, Relative Caregiver Payments, without approval.

26. **Family Finding Collaboration.** Recommendations revise rider name and amend the rider to remove the reporting requirement as the report is expected to be completed during the 2016-17 biennium.

28. **Prevention Outcomes.** Recommendations amend the rider to reflect the 2018-19 recommended amounts for Goal C, Prevention Programs. While this rider relates to a one-time project, the project will not be complete until 2020. Recommendations maintain the funding and the related reporting requirements until that time.

30. **High Risk Pay**. Recommendations amend the rider to remove the provisions related to the programs transferring to the Health and Human Services Commission (HHSC) pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015 (see Selected Fiscal and Policy Issues 2, Health and Human Services System Consolidation).

New Riders

31. **Texas Home Visiting Program and Nurse Family Partnership Program.** Recommendations add rider to provide funding detail on the programs that transferred to DFPS from the Health and Human Services Commission (HHSC) in the 2016-17 biennium pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015 (see Selected Fiscal and Policy Issue 2, Health and Human Services System Consolidation).

Deleted Riders

14. **Reimbursement of Advisory Council Members.** Recommendations delete rider as the Family and Protective Services Council was abolished pursuant to SB 200, Eighty-fourth Legislature, 2015.

20. **Contingency Reduction for TANF Supplemental Grant Award.** Recommendations delete rider to remove the provision requiring a Method of Finance (MOF) swap for any supplemental TANF received by the agency.

22. **Timely Due Process.** Recommendations delete rider as the backlog of appeal cases being referred to the Health and Human Services Commission has been addressed.

23. **Rates and Payments.** Recommendations delete rider and move the text to the end of Rider 6, Foster Care Rates, in order to better align foster care provisions related to legacy and redesign requirements (See Rider 6, Foster Care Payments and Rates and Rider 25, Foster Care Redesign, in the 2016-17 General Appropriations Act).

30. **Title IV-E Waiver.** Recommendations delete rider as DFPS elected not to implement the Title IV-E waiver.

31. **Exempt Salary for the Commissioner of the Department of Family and Protective Services**. Recommendations delete rider.

33. **Sunset Contingency.** Recommendations delete rider as DFPS was continued by the Eighty-fourth Legislature and contingency rider is no longer applicable.

36. **Parental Child Safety Placement Caseworkers**. Recommendations delete rider as the pilot program is expected to be complete in the 2016-17 biennium.

39. **Abusive Head Trauma Prevention.** Recommendations delete rider as the related report is expected to be complete in the 2016-17 biennium

40. **Contingency for Senate Bill 125.** Recommendations delete rider as the provisions of the contingency were implemented and included in the related funding recommendations.

41. **Compensation Effectiveness**. Recommendations delete rider as the reporting requirement is expected to be complete in the 2016-17 biennium.

42. **Rate Increases for Foster Care Providers.** Recommendations delete rider as the provisions were implemented and included in the related funding recommendations.

Family and Protective Services, Department of
Items Not Included in Recommendations - House

		2018-19 Biennial Total					
		GR & GR-D	All Funds	FTEs	Information Technology Involved?	Contracting Involved?	Estimated Continued Cost 2020-21
Agency Exceptional Items Not Included (in agency priority order)							
1)	Funding totaling $176.5 million and 98.0 FTEs to support the agency-projected increased demand of services. Funding would support:						
	a) entitlement programs at Health and Human Services Commissions (HHSC) projected levels;	$45,471,167	$45,471,167	0.0	No	Yes	TBD
	b) Day Care services at HHSC projected levels;	$9,647,568	$9,647,568	0.0	No	Yes	TBD
	c) Relative Caregiver Payments at HHSC projected levels;	$3,149,422	$3,149,422	0.0	No	Yes	TBD
	d) Child Protective Services (CPS) purchased client services;	$30,928,243	$30,928,243	0.0	No	Yes	TBD
	e) Adult Protective Services (APS) emergency purchased services;	$1,000,000	$1,000,000	0.0	No	Yes	$1,000,000
	f) biennialized funding for the Community Youth Development (CYD) and Project Healthy Outcomes through Prevention and Early Support (HOPES) programs;	$13,257,072	$13,257,072	0.0	No	Yes	$13,257,074
	g) Foster Care Redesign contracted services in Regions 3B and 2C; and	$43,763,684	$60,438,565	0.0	No	Yes	TBD
	h) support for CPS Programs, Finance, Records Management and Central Background, and Prevention and Early Intervention.	$11,735,363	$12,565,560	98.0	No	Yes	TBD
2)	Funding totaling $242.1 million and 1,485.8 FTEs to increase the staff resources dedicated to direct client services. Funding would:						
	a) increase CPS caseworkers;	$161,410,897	$179,720,831	1,185.7	Yes	No	TBD
	b) increase APS Caseworkers;	$22,503,252	$23,605,266	195.2	Yes	No	TBD
	c) increase Statewide Intake (SWI) Caseworkers; and	$11,492,927	$11,737,073	104.9	Yes	No	TBD
	d) support the related CPS direct delivery and operational support costs.	$25,140,320	$27,001,109	0.0	No	No	TBD
3)	Funding totaling $7.1 million and 55.4 FTEs to enhance CPS investigation capacity by funding the following initiatives:						
	a) establishing a specialized unit for information analysis; and	$4,196,068	$4,280,459	35.6	Yes	No	TBD
	b) increasing the number of CPS Investigation Screeners.	$2,534,056	$2,823,181	19.8	Yes	No	$2,682,404

Family and Protective Services, Department of
Items Not Included in Recommendations - House

		2018-19 Biennial Total					
		GR & GR-D	All Funds	FTEs	Information Technology Involved?	Contracting Involved?	Estimated Continued Cost 2020-21
4)	Funding totaling $191.9 million and 49.9 FTEs to strengthen and expand high-quality capacity initiatives in the Foster Care System. Increased funding would:						
	a) expand Foster Care Redesign to eight New Catchment Areas with four in each fiscal year;	$127,812,922	$178,664,414	21.9	Yes	Yes	TBD
	b) create a portal system to track placement provider capacity in real time and serve as a case management system for placement staff;	$5,708,824	$6,598,547	16.0	Yes	Yes	$6,996,948
	c) allow for automatic data sharing with providers; and	$4,558,906	$5,272,135	11.0	Yes	Yes	$5,875,044
	d) advance purchased bed capacity from Residential Treatment Centers.	$1,376,189	$1,393,696	1.0	Yes	Yes	$1,387,036
5)	Funding totaling $38.3 million and 216.3 FTEs to sustain CPS transformation. Increased funding would:						
	a) biennialize funding for the Safe Signal initiative;	$557,108	$611,184	0.0	No	Yes	$611,184
	b) expand training provided through the agency's Center for Learning & Organizational Excellence;	$2,948,275	$3,273,407	22.0	Yes	No	$3,124,438
	c) expand professional development in the agency's CPS Leadership Training;	$3,094,723	$3,417,196	27.2	Yes	No	$4,494,512
	d) expand Model for Signs of Safety training;	$1,937,523	$2,150,835	13.6	Yes	No	$2,058,502
	e) expand the use of data for caseworker decision making;	$2,219,834	$2,435,805	14.6	Yes	No	$2,338,446
	f) expand child safety specialists who review cases deemed high-risk for recidivism;	$4,724,811	$5,264,311	34.6	Yes	No	$5,029,128
	g) expand Parental Child Safety Placement (PCSP) Caregiver support staff;	$9,966,793	$10,990,692	77.5	Yes	No	
	h) increase compliance with the Federal Interstate Compact on the Placement of Children;	$396,077	$441,620	2.0	Yes	No	$428,028
	i) increase statewide placement staff to reduce current workload and turnover;	$938,477	$1,045,813	7.2	Yes	No	$993,948
	j) engage volunteer faith-based and community resources through enhanced volunteer and community partnerships;	$1,626,758	$1,784,943	11.4	Yes	No	$1,708,080
	k) create Adoption & Foster Care analysis and reporting system;	$1,623,169	$1,854,473	6.2	Yes	Yes	TBD
	l) support existing Information Management Protecting Adults and Children in Texas (IMPACT); and	$3,446,400	$4,000,000	0.0	Yes	Yes	TBD
	m) support existing Child Care Licensing and Support System (CLASS).	$1,000,000	$1,000,000	0.0	Yes	Yes	TBD

Family and Protective Services, Department of
Items Not Included in Recommendations - House

		2018-19 Biennial Total					
		GR & GR-D	All Funds	FTEs	Information Technology Involved?	Contracting Involved?	Estimated Continued Cost 2020-21
6)	Funding totaling $26.7 million and 20.6 FTEs to expand and strengthen prevention and early intervention programs. Increased funding would:						
	a) increase research, evaluation, quality monitoring, contract, and Office of Child Safety staff;	$1,446,600	$1,491,211	9.4	Yes	No	$1,427,668
	b) grow public awareness campaigns and outreach related to parenting and child safety; and	$2,924,146	$2,928,223	7.1	Yes	Yes	$2,330,664
	c) expand services to At-Risk Youth (STAR), Project Helping through Intervention and Prevention (HIP), CYD, HOPES, and the Texas Home Visiting programs.	$22,285,654	$22,290,090	4.1	Yes	Yes	$22,550,908
7)	Funding totaling $375.3 million to address capacity and high quality care for children in foster and kinship care. Increase funding would support:						
	a) rate increase in the Foster Care legacy system;	$155,231,632	$196,912,294	0.0	No	No	TBD
	b) an Integrated Care Coordination model;	TBD	TBD	0.0	No	No	TBD
	c) alternative residential treatment services for children and youth with mental health and/or socio-behavioral needs; and	$44,678,508	$57,006,466	0.0	No	No	TBD
	d) supplemental payment structure in the Relative Caregiver Program.	$121,364,147	$121,364,147	0.0	No	No	TBD
8)	Funding totaling $2.3 million to address ongoing recruitment and retention issues within the agency.	$2,087,252	$2,327,990	0.0	No	No	TBD
	TOTAL Items Not Included in Recommendations	**$910,184,767**	**$1,060,145,008**	**1,926.0**			**$78,294,012 + TBD amounts[1]**

Notes:
1) The continued costs are still being calculated by the agency at this time. However, the majority of the agency's exceptional item requests are not one-time expenditures, and therefore the $1.1 billion in All Funds for the 2018-19 biennium is likely the floor for continued costs in the 2020-21 biennium.

Family and Protective Services, Department of
Items Not Included in Recommendations - House

		2018-19 Biennial Total					
		GR & GR-D	All Funds	FTEs	Information Technology Involved?	Contracting Involved?	Estimated Continued Cost 2020-21
Informational Subtotal of Agency Exceptional Items Not Included							
1	Statewide Intake	$11,492,927	$11,737,073	104.9			TBD
2	Child Protective Services - Direct Delivery	$575,849,514	$650,750,447	1,248.3			TBD
3	Child Protective Services - Foster Care Redesign	$171,576,606	$239,102,979	21.9			TBD
4	Child Protective Services - Other	$71,511,697	$75,257,492	301.9			TBD
5	Adult Protective Services	$23,503,252	$24,605,266	195.2			TBD
6	Prevention and Early Intervention Programs	$39,913,472	$39,966,596	20.6			TBD
7	Information Technology Projects	$16,337,299	$18,725,155	33.2			TBD

SFR Table of Contents

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Family and Protective Services, Department of

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.

Mission Centrality/Authority

Total Budget				2018-19 Recommendations	2018-19 Agency Total Request
100%	**Strategy**	**Budget, Ordered by Mission Centrality and Authority**	**Agency Ranking**	**$3,799,584,552**	**$4,058,597,093**
	5.1.4 IT Program Support 6.1.1 Agency-Wide Automated Systems	*Information Technology Program Support*	14	$79,388,645	$96,392,402
	Noted below.	*Indirect Administration*	13	$67,904,961	$105,696,738
	3.1.4 Other At-Risk Prevention Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Statewide Youth Services Network (SYSN)	30	$3,278,360	$3,361,481
	3.1.1 STAR Program 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Services to At-Risk Youth (STAR)	10	$41,559,930	$56,995,752
	3.1.6 At-risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	At-Risk Prevention Program Support	33	$223,098	$279,767
	3.1.1 STAR Program 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Texas Families: Together and Safe	32	$5,651,796	$5,835,480
	3.1.4 Other At-Risk Prevention Programs 6.1.1 Agency-Wide Automated Systems	Runaway and Youth Hotline	31	$630,283	$630,283
	3.1.4 Other At-Risk Prevention Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Community-Based At-Risk Family Services	29	$1,487,449	$1,588,068
	3.1.2 CYD Program 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Community Youth Development (CYD) Program	28	$14,071,649	$21,037,244
	3.1.1 STAR Program 6.1.1 Agency-Wide Automated Systems	Universal Prevention Services	27	$3,314,586	$3,314,586
	3.1.4 Other At-Risk Prevention Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Project Helping through Intervention and Prevention (HIP)	25	$1,888,479	$4,084,700
	2.1.2 CPS Program Support 2.1.5 Post - Adoption/Post - Permanency	Post-Adoption/Post-Permanency Purchased Services	18	$7,407,298	$14,007,716

	2.1.3 TWC Contracted Day Care 6.1.1 Agency-Wide Automated Systems	TWC Contracted Day Care Purchased Services	16	$139,637,252	2018-19 recommendations are based on the LBB forecast to reflect projected caseload growth and cost growth.	$141,794,524
	3.1.4 Other At-Risk Prevention Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Project Healthy Outcomes through Prevention and Early Support (HOPES)	11	$36,756,276		$49,865,116
	2.1.2 CPS Program Support 2.1.10 Adoption/PCA Payments 6.1.1 Agency-Wide Automated Systems	Permanency Care Assistance Payments	8	$34,522,094	Permanency care assistance payments are an entitlement program, and 2018-19 recommendations are based on the LBB forecast to reflect projected caseload growth while accounting for statutory limitations beginning in fiscal year 2018.	$43,397,984
66%	2.1.2 CPS Program Support 2.1.9 Foster Care Payments	Foster Care Payments	6	$855,481,397	Foster Care payments are an entitlement program, and 2018-19 recommendations are based on the LBB forecasts to reflect 1) child specific contract growth; 2) maintenance of fiscal year 2017 rates; 3) decreased Title IV-E eligibility; 4) projected case mix; 5) a net more favorable FMAP; and 6) removal of funding provided in 2016-17 to cover the additional day due to leap year.	$919,879,546
	3.1.3 Child Abuse Prevention Grants 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Child Abuse Prevention Grants	26	$7,932,633		$7,967,775
	2.1.2 CPS Program Support 2.1.4 Adoption Purchased Services	Adoption Purchased Services	24	$21,352,247		$24,750,660
	4.1.2 APS Program Support 4.1.3 APS Purchased Emergency Client Svcs	APS Purchased Emergency Client Services	23	$20,432,195		$21,437,825
	3.1.4 Other At-Risk Prevention Programs 6.1.1 Agency-Wide Automated Systems	Preventive Services for Veterans and Military Families (MVFP)	22	$6,405,762		$6,405,762
	3.1.4 Other At-Risk Prevention Programs 6.1.1 Agency-Wide Automated Systems	Safe Baby Campaigns	21	$1,783,130		$1,783,130
	2.1.2 CPS Program Support 2.1.7 Substance Abuse Purchased Services	Substance Abuse Purchased Services	20	$18,213,439		$23,947,806
	2.1.2 CPS Program Support 2.1.8 Other CPS Purchased Services 6.1.1 Agency-Wide Automated Systems	Other CPS Purchased Services	19	$83,709,369		$95,936,376
	2.1.2 CPS Program Support 2.1.6 PAL Purchased Services 6.1.1 Agency-Wide Automated Systems	Preparation for Adult Living (PAL) Purchased Services	17	$30,796,467		$30,912,787
	2.1.11 Relative Caregiver Payments	Relative Caregiver Monetary Assistance Payments	15	$24,708,910	2018-19 recommendations are based on the LBB forecast to reflect caseload growth.	$26,282,664
	3.1.5 Home Visiting Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Texas Home Visiting Program	12	$34,961,034		$37,292,934

	3.1.5 Home Visiting Programs 3.1.6 At-Risk Prevention Program Support 6.1.1 Agency-Wide Automated Systems	Nurse Family Partnership	9	$26,281,024		$27,452,391
45%	2.1.2 CPS Program Support 2.1.10 Adoption/PCA Payments 6.1.1 Agency-Wide Automated Systems	Adoption Subsidy Payments	7	$540,406,480	Adoption subsidies are an entitlement program, and 2018-19 recommendations are based on the LBB forecast to reflect the projected net impact of increases in total subsidies and decreases in average monthly cost.	$543,277,244
	1.1.1 Statewide Intake Services 6.1.1 Agency-Wide Automated Systems	Statewide Intake Services (SWI)	5	$45,498,086		$58,394,503
	4.1.2 APS Program Support 6.1.1 Agency-Wide Automated Systems	APS Program Support	4	$9,892,375		$7,950,033
	4.1.1 APS Direct Delivery Staff 6.1.1 Agency-Wide Automated Systems	APS In-Home Direct Delivery Staff	3	$98,425,878		$107,126,927
	2.1.2 CPS Program Support 6.1.1 Agency-Wide Automated Systems	CPS Program Support	2	$62,032,470		$70,452,669
0%	Noted below.	CPS Direct Delivery Staff	1	$1,473,549,500	2018-19 recommendations include $292.9 million in All Funds and 828.8 FTEs to maintain resources provided in fiscal year 2017 to address critical needs within Child Protective Services.	$1,499,064,220

Indirect Administration
5.1.1 Central Administration
5.1.2 Other Support Services
5.1.3 Regional Administration
6.1.1 Agency-Wide Automated Systems

CPS Direct Delivery Staff
2.1.1 CPS Direct Delivery Staff
2.1.2 CPS Program Support
4.1.1 APS Direct Delivery Staff
4.1.2 APS Program Support
5.1.1 Central Administration
5.1.2 Other Support Services
5.1.4 It Program Support
6.1.1 Agency-wide Automated Systems

Note: Indirect administration program names are italicized.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 2 Program Listing -- Services and Administration

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Agency Submission		LBB Staff Review and Analysis								
Agency Ranking	Program Name	Year Implemented	State Authority	Federal Authority[1]	Authority	Mission Centrality	State Service	Service Area	Significant Audit and/or Report Findings[2,3]	Contracts for Outsourced Services
1	CPS Direct Delivery Staff	1939	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Statewide	Qualified[4]	Partial
2	CPS Program Support	1939	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Statewide	Qualified[4]	Partial
3	APS In-Home Direct Delivery Staff	1970	Statute	Public Law	Strong	Strong	Health Care - Rehabilitation, Disability & Long Term Care	Statewide	No	Partial
4	APS Program Support	1992	Statute	Public Law	Strong	Strong	Health Care - Rehabilitation, Disability & Long Term Care	Statewide	No	Partial
5	Statewide Intake Services (SWI)	1999	Statute	No Federal Requirement	Strong	Strong	Family & Nutrition Services	Statewide	No	No
6	Foster Care Payments	1997	Agency Rider, Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Statewide	Qualified[5]	Partial
7	Adoption Subsidy Payments	1995	Statute	Public Law *	Strong	Strong	Family & Nutrition Services	Statewide	No	No
8	Permanency Care Assistance Payments	2009	Admin Code, Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Statewide	No	No
9	Nurse Family Partnership	2008	Statute	No Federal Requirement	Strong	Strong	Family & Nutrition Services	Regional	Yes	No
10	Services to At-Risk Youth (STAR)	1995	Statute	Public Law	Moderate	Moderate	Family & Nutrition Services	Statewide	No	Partial
11	Project Healthy Outcomes through Prevention and Early Support (HOPES)	2014	Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Regional	No	Partial
12	Texas Home Visiting Program	2011	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Regional	Yes	N/A
15	Relative Caregiver Monetary Assistance Payments	2005	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Statewide	No	No
16	TWC Contracted Day Care Purchased Services	2005	Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Statewide	No	Yes
17	Preparation for Adult Living (PAL) Purchased Services	2005	Statute	Public Law *	Strong	Strong	Family & Nutrition Services	Statewide	No	Partial
18	Post-Adoption/Post-Permanency Purchased Services	1995	Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Statewide	No	Partial

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 2 Program Listing -- Services and Administration

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Agency Submission		LBB Staff Review and Analysis								
Agency Ranking	Program Name	Year Implemented	State Authority	Federal Authority[1]	Authority	Mission Centrality	State Service	Service Area	Significant Audit and/or Report Findings[2,3]	Contracts for Outsourced Services
19	Other CPS Purchased Services	1939	Admin Code, Statute	Public Law *	Strong	Strong	Family & Nutrition Services	Statewide	Yes	Partial
20	Substance Abuse Purchased Services	2005	Statute	Public Law *	Strong	Strong	Health Care - Disease Prevention, Treatment & Research	Statewide	Yes	No
21	Safe Baby Campaigns	2016	Statute	No Federal Requirement	Strong	Strong	Family & Nutrition Services	Statewide	No	No
22	Preventive Services for Veterans and Military Families (MVFP)	2016	Agency Rider, Statute	No Federal Requirement	Strong	Strong	Family & Nutrition Services	Regional	No	Partial
23	APS Purchased Emergency Client Services	1992	Statute	Public Law	Strong	Strong	Health Care - Rehabilitation, Disability & Long Term Care	Statewide	No	Partial
24	Adoption Purchased Services	1995	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Statewide	No	No
25	Project Helping through Intervention and Prevention (HIP)	2014	Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Regional	No	No
26	Child Abuse Prevention Grants	1996	Statute	Public Law	Strong	Strong	Family & Nutrition Services	Statewide	No	Partial
27	Universal Prevention Services	1999	Statute	No Federal Requirement	Moderate	Strong	Family & Nutrition Services	Statewide	Yes	No
28	Community Youth Development (CYD) Program	1995	Statute	Public Law	Strong	Moderate	Family & Nutrition Services	Regional	No	Partial
29	Community-Based At-Risk Family Services	2008	Statute	No Federal Requirement	Moderate	Strong	Family & Nutrition Services	Regional	No	Partial
30	Statewide Youth Services Network (SYSN)	2008	Statute	No Federal Requirement	Moderate	Moderate	Family & Nutrition Services	Statewide	No	Partial
31	Runaway and Youth Hotline	1998	Statute	No Federal Requirement	Strong	Moderate	Family & Nutrition Services	Statewide	No	No
32	Texas Families: Together and Safe	1995	Statute	Public Law	Moderate	Strong	Family & Nutrition Services	Regional	No	Partial
33	At-Risk Prevention Program Support	1999	Statute	Public Law	Strong	Moderate	Family & Nutrition Services	Statewide	No	No
34	APS Facility/Provider Investigations	1900	Statute	Public Law	Strong	Strong	Health Care - Rehabilitation, Disability & Long Term Care	Statewide	Qualified[4]	N/A

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 2 Program Listing -- Services and Administration

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Agency Submission		LBB Staff Review and Analysis								
Agency Ranking	**Program Name**	**Year Implemented**	**State Authority**	**Federal Authority[1]**	**Authority**	**Mission Centrality**	**State Service**	**Service Area**	**Significant Audit and/or Report Findings[2,3]**	**Contracts for Outsourced Services**
35	Child Care Regulation	1974	Statute	Public Law	Weak	Moderate	Business & Workforce Development & Regulation	Statewide	Qualified[4]	N/A
Indirect Administration Programs										
13	Indirect Administration	1939	Statute	Public Law	N/A	N/A	State Government Administration & Support	Statewide	No	Partial
14	Information Technology Program Support	2005	Statute	Public Law	N/A	N/A	State Government Administration & Support	Statewide	Yes	Partial

* **One or more activities within the program has no state or federal authority.**

Note:

1) The following activities do not have federal authority: 1) Adoption Subsidy Payments - Health Care Benefits; 2) Preparation for Adult Living (PAL) Purchased Services - PAL Scholarship Program and Youth Specialist; 3) Substance Abuse Purchased Services - Drug Testing Services; and 4) Other CPS Purchased Services - All Other CPS Purchased Services.

2) Under Significant Audit and/or Report Findings, the responses indicate the following:

No: The agency did not identify any related audits or reports for this program.

Yes: The agency identified related audits or reports for this program. The findings were either not significant, or they were significant and have been addressed.

Qualified: The agency identified a related audit or report with significant findings. To date, the findings have not been fully addressed.

3) With the exception of the 2015 *Sunset Advisory Staff Report*, the agency did not submit any reports outside of the Child Protective Services program area.

4) Of the 46 recommendations included in the *2015 Sunset Advisory Commission Staff Report* 28 have been completed, 5 are in progress, 2 have no identified status, 5 were resolved with legislative action, and 6 relate to programs that are transferring to the Health and Human Services Commission in fiscal year 2018.

5) *The State of Texas DFPS Third Party Analysis of SSCC-Related Costs Report* highlighted the agency's and contractor's different understandings of the Foster Care Redesign funding structure and what is and is not included in the resource transfer (see Selected Fiscal and Policy Issue 7, Foster Care Redesign). The agency is currently in the process of attempting to address additional needs, but should continue clarifying expectations and tracking fiscal impacts.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 3: Program Listing -- Fiscal
(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Agency Submission				LBB Staff Review and Analysis							
Agency Ranking	Program Name	2012-13 Expended	2014-15 Expended	2016-17 Est / Budg	2017 FTEs Budg	2018-19 Recommended	2019 FTEs Rec.	Percent Change from Base	FTEs Change from Base	Revenue Supported?	Appropriate Use of Constitutional and GR-Dedicated Funds?
1	CPS Direct Delivery Staff	$ 856,044,863	$ 1,031,903,595	$ 1,299,154,374	9,818.9	$ 1,473,549,500	9,818.9	13.4%	0.0	Yes	Compliant
2	CPS Program Support	$ 56,790,337	$ 66,101,819	$ 73,175,410	325.5	$ 62,032,470	325.5	-15.2%	0.0	No	N/A
3	APS In-Home Direct Delivery Staff	$ 84,917,584	$ 92,737,233	$ 98,539,290	743.7	$ 98,425,878	743.7	-0.1%	0.0	No	N/A
4	APS Program Support	$ 9,802,589	$ 9,559,931	$ 10,753,770	72.6	$ 9,892,375	72.6	-8.0%	0.0	No	N/A
5	Statewide Intake Services (SWI)	$ 36,824,368	$ 41,235,798	$ 47,279,345	407.8	$ 45,498,086	407.8	-3.8%	0.0	No	N/A
6	Foster Care Payments *	$ 758,639,683	$ 821,835,456	$ 864,413,601	81.4	$ 863,811,397	81.4	-0.1%	0.0	Yes	Compliant
7	Adoption Subsidy Payments	$ 397,824,971	$ 449,608,547	$ 496,368,420	6.0	$ 540,406,480	6.0	8.9%	0.0	No	N/A
8	Permanency Care Assistance Payments	$ 6,958,954	$ 18,693,000	$ 31,636,436	1.0	$ 34,522,094	1.0	9.1%	0.0	No	N/A
9	Nurse Family Partnership	$ -	$ -	$ 23,549,174	9.7	$ 26,281,024	9.7	11.6%	0.0	No	N/A
10	Services to At-Risk Youth (STAR)	$ 32,099,537	$ 35,431,743	$ 40,699,895	8.5	$ 41,559,930	8.5	2.1%	0.0	Yes	Compliant
11	Project Healthy Outcomes through Prevention and Early Support (HOPES)	$ 131,919	$ 7,469,262	$ 36,868,208	2.5	$ 36,756,276	2.5	-0.3%	0.0	No	N/A
12	Texas Home Visiting Program	$ -	$ -	$ 30,554,701	12.7	$ 34,961,034	12.7	14.4%	0.0	No	N/A
15	Relative Caregiver Monetary Assistance Payments	$ 17,410,750	$ 22,273,471	$ 24,198,340	0.0	$ 24,708,910	0.0	2.1%	0.0	No	N/A
16	TWC Contracted Day Care Purchased Services	$ 87,319,049	$ 96,529,446	$ 129,231,690	0.0	$ 139,637,252	0.0	8.1%	0.0	No	N/A
17	Preparation for Adult Living (PAL) Purchased Services	$ 25,597,474	$ 25,423,669	$ 31,404,338	60.4	$ 30,796,467	60.4	-1.9%	0.0	No	N/A
18	Post-Adoption/Post-Permanency Purchased Services	$ 5,399,707	$ 7,785,782	$ 7,712,261	3.0	$ 7,407,298	3.0	-4.0%	0.0	No	N/A
19	Other CPS Purchased Services	$ 59,223,263	$ 78,350,717	$ 93,248,074	35.7	$ 83,709,369	34.7	-10.2%	-1.0	No	N/A
20	Substance Abuse Purchased Services	$ 11,194,305	$ 17,620,526	$ 17,838,399	8.0	$ 18,213,439	8.0	2.1%	0.0	No	N/A
21	Safe Baby Campaigns	$ -	$ -	$ 1,937,167	0.0	$ 1,783,130	0.0	-8.0%	0.0	No	N/A
22	Preventive Services for Veterans and Military Families (MVFP)	$ -	$ -	$ 6,922,443	0.0	$ 6,405,762	0.0	-7.5%	0.0	No	N/A
23	APS Purchased Emergency Client Services	$ 17,369,017	$ 19,689,864	$ 20,440,198	0.0	$ 20,432,195	0.0	0.0%	0.0	No	N/A
24	Adoption Purchased Services	$ 14,556,254	$ 22,538,286	$ 20,653,781	7.9	$ 21,352,247	7.9	3.4%	0.0	No	N/A
25	Project Helping through Intervention and Prevention (HIP)	$ 144,923	$ 420,004	$ 1,030,722	2.8	$ 1,888,479	2.8	83.2%	0.0	No	N/A
26	Child Abuse Prevention Grants	$ 7,225,220	$ 4,873,421	$ 8,958,698	4.2	$ 7,932,633	4.2	-11.5%	0.0	No	N/A
27	Universal Prevention Services	$ 1,140,635	$ 717,038	$ 3,386,719	0.0	$ 3,314,586	0.0	-2.1%	0.0	Yes	Compliant
28	Community Youth Development (CYD) Program	$ 9,708,735	$ 11,479,810	$ 15,471,390	4.6	$ 14,071,649	4.6	-9.0%	0.0	No	N/A
29	Community-Based At-Risk Family Services	$ 926,017	$ 1,267,575	$ 1,391,883	0.6	$ 1,487,449	0.6	6.9%	0.0	Yes	Compliant

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 3: Program Listing -- Fiscal
(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Agency Submission				LBB Staff Review and Analysis							
Agency Ranking	Program Name	2012-13 Expended	2014-15 Expended	2016-17 Est / Budg	2017 FTEs Budg	2018-19 Recommended	2019 FTEs Rec.	Percent Change from Base	FTEs Change from Base	Revenue Supported?	Appropriate Use of Constitutional and GR-Dedicated Funds?
30	Statewide Youth Services Network (SYSN)	$ 3,140,193	$ 2,848,576	$ 3,204,613	0.3	$ 3,278,360	0.3	2.3%	0.0	No	N/A
31	Runaway and Youth Hotline	$ 505,276	$ 646,130	$ 640,028	5.5	$ 630,283	5.5	-1.5%	0.0	No	N/A
32	Texas Families: Together and Safe	$ 4,598,944	$ 4,593,498	$ 5,501,283	0.9	$ 5,651,796	0.9	2.7%	0.0	No	N/A
33	At-Risk Prevention Program Support	$ 39,619	$ 87,555	$ 319,009	0.6	$ 223,098	0.6	-30.1%	0.0	No	N/A
34	APS Facility/Provider Investigations	$ 18,209,380	$ 19,415,827	$ 24,186,935	191.5	$ -	0.0	-100.0%	-191.5	No	N/A
35	Child Care Regulation	$ 65,117,852	$ 73,982,128	$ 94,649,365	380.0	$ -	0.0	-100.0%	-380.0	No	N/A
Indirect Administration Programs											
13	Indirect Administration	$ 51,583,610	$ 45,897,688	$ 69,836,478	378.8	$ 67,904,961	378.8	-2.8%	0.0	No	N/A
14	Information Technology Program Support	$ 47,889,845	$ 56,485,083	$ 77,165,691	189.4	$ 79,388,645	189.4	2.9%	0.0	No	N/A
Total		**$ 2,688,334,873**	**$ 3,087,502,478**	**$ 3,712,322,129**	12,764.5	**$ 3,807,914,552**	12,192.0	2.6%	-572.5		

	2016-17 Est/Budg	2018-19 Recommended
Inside the Treasury	$ 3,703,911,239	$ 3,799,584,552
Outside the Treasury	$ 8,410,890	$ 8,330,000
Total	**$ 3,712,322,129**	**$ 3,807,914,552**

* **Program has funds Outside the Treasury and / or Outside the Bill Pattern**

Notes: **Revenue Supported** includes fees, tuition set asides and donations.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 4: Assessments of Mission Centrality and Authority

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Mission centrality is a judgment of how directly connected a program is to the core mission and goals of the agency, as identified in statute, agency strategic plans, or other documents.
Authority is an assessment of how strong and explicit the legal basis is for the existence of the program and the way in which the agency is administering it.

MISSION CENTRALITY

AUTHORITY	Weak	Moderate	Strong
Strong			CPS Direct Delivery Staff (1) CPS Program Support (2) APS In-Home Direct Delivery Staff (3) APS Program Support (4) Statewide Intake Services (SWI) (5) Adoption Subsidy Payments (7) Relative Caregiver Monetary Assistance Payments (15) Preparation for Adult Living (PAL) Purchased Services (17) Other CPS Purchased Services (19) Substance Abuse Purchased Services (20) APS Purchased Emergency Client Services (23) Adoption Purchased Services (24)
Moderate			Foster Care Payments (6) Permanency Care Assistance Payments (8) TWC Contracted Day Care Purchased Services (16) Post-Adoption/Post-Permanency Purchased Services (18)
Weak			

Notes: Agency program rankings included after the program name. The matrix does not include Indirect Administration programs (Indirect Administration and Information Technology Program Support) and programs not funded in the 2018-19 recommendations (APS Facility/Provider Investigations and Child Care Regulation).

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 4: Assessments of Mission Centrality and Authority - Prevention and Early Intervention Programs

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Mission centrality is a judgment of how directly connected a program is to the core mission and goals of the agency, as identified in statute, agency strategic plans, or other documents.
Authority is an assessment of how strong and explicit the legal basis is for the existence of the program and the way in which the agency is administering it.

MISSION CENTRALITY

AUTHORITY	Weak	Moderate	Strong
Strong		Community Youth Development (CYD) Program (28) Runaway and Youth Hotline (31) At-Risk Prevention Program Support (33)	Nurse Family Partnership (9) Texas Home Visiting Program (12) Safe Baby Campaigns (21) Preventive Services for Veterans and Military Families (MVFP) (22) Child Abuse Prevention Grants (26)
Moderate		Services to At-Risk Youth (STAR) (10) Statewide Youth Services Network (SYSN) (30)	Project Healthy Outcomes through Prevention and Early Support (HOPES) (11) Project Helping through Intervention and Prevention (HIP) (25) Universal Prevention Services (27) Community-Based At-Risk Family Services (29) Texas Families: Together and Safe (32)
Weak			

Notes: Agency program rankings included after the program name. The matrix does not include Indirect Administration programs (Indirect Administration and Information Technology Program Support) and programs not funded in the 2018-19 recommendations (APS Facility/Provider Investigations and Child Care Regulation).

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

1				
	Account No:	5084	**Account Type:**	GR DEDICATED
	Account Name:	Child Abuse and Neglect and Prevention Operating Account		
	Legal Cite(s):	Texas Family Code, Title 5, Chapter 265		
	Authorized Use:	The Child Abuse and Neglect and Prevention Operating Account (Operating Account) is statutorily dedicated for child abuse and neglect primary prevention programs to 1) set policy; 2) offer community resources through primary prevention programs; and 3) provide education programs on the prevention of child abuse and neglect. The agency is currently using this revenue in their Services to At-Risk Youth (STAR) program and Universal Prevention Services. Funding in the STAR program is used to provide family crisis intervention counseling and other child abuse prevention services, ranging from public awareness campaigns to parenting classes. Universal Prevention Services are voluntary programs for STAR program participants to increase their knowledge and awareness of child maltreatment and to promote healthy parenting and family interactions.		
	Revenue Source:	Revenue from the $20 marriage license fee and the $12.50 informal declaration of marriage fee is deposited into the Child Abuse and Neglect Prevention Trust Fund (Children's Trust Fund). DFPS may transfer funds from the Children's Trust Fund to the Operating Account at any time, but may not transfer more than the appropriated amount for that particular fiscal year. Family Code Sec. 265.052(c) also allows the agency to solicit donations into this fund for the same purpose, but the agency has yet to do so.		

Ranking:	Program Name	2016-17 Est/Budg	2018-19 Recommended	In Compliance with Authorized Use?
10	Services to At-Risk Youth (STAR)	$ 8,056,817	$ 8,056,817	Yes
27	Universal Prevention Services	$ 3,314,586	$ 3,314,586	Yes
29	Community-Based At-Risk Family Services	$ -	$ -	Yes
Total		**$ 11,371,403**	**$ 11,371,403**	

Notes/Comments:	The Department of Family and Protective Services last received appropriations from the Operating Account for the Community-Based At-Risk Family Services program in the 2012-13 biennium. At that time, funding was used to provide child abuse and neglect prevention programs for families who were investigated by Child Protective Services, but whose findings were unsubstantiated. Estimated Revenue into the Child Abuse Neglect and Prevention Trust: Fiscal Year 2018: $4,136,000 Fiscal Year 2019: $4,200,000 Source: Biennial Revenue Estimate, 2018-2019 Biennium

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

2				
	Account No:	802	**Account Type:**	OTHER FUNDS
	Account Name:	License Plate Trust Fund No. 0802		
	Legal Cite(s):	Texas Transportation Code Annotated, Sec 504.642		
	Authorized Use:	Transportation Code Sec. 504.642 authorizes broad use of the collected revenue from any Texas Council of Child Welfare Boards specialty license plates, establishing that revenue received may be used to fund any programs and services supporting abused and neglected children under the Texas Family Code Sec. 264.004. Specific programs and services listed in the Texas Family Code Sec. 264.004 include 1) foster care; 2) adoption assistance; 3) medical assistance; 4) family reunification services; and 5) any other child protective services and related benefits.		
	Revenue Source:	Currently, the Texas Council of Child Welfare Boards has one specialty plate, the "Stop Child Abuse" plate. To date, DFPS receives twenty-two dollars of each specialty license plate issued.		

Ranking:	Program Name	2016-17 Est/Budg	2018-19 Recommended	In Compliance with Authorized Use?
1	**CPS Direct Delivery Staff**	$ 17,584	$ 17,584	Yes
Total		**$ 17,584**	**$ 17,584**	

Notes/Comments:	DFPS currently contracts with the Texas Council of Child Welfare Boards to expend these funds on foster care services at the county level. Prior to the Eighty-fourth Legislative Session, revenue received from the specialty plate for this same purpose was deposited into General Revenue-Dedicated Fund 5140. This fund was abolished by House Bill 7, Eighty-fourth Legislature, 2015 and replaced with License Plate Trust Fund No. 0802. Appropriations from Fund 5140 were last received in the 2012-13 biennium.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

3				
	Account No:	1	**Account Type:**	Outside the Treasury
	Account Name:	Dedicated Children's Accounts		
	Legal Cite(s):	20 C.F.R. §416.640; and 20 C.F.R. §404.2040.		
	Authorized Use:	Federal statute requires that a Supplemental Security Income (SSI) lump sum award for children in conservatorship of the state in excess of six times the current Federal Benefit Rate be placed in a Dedicated Account for the receiving child. Funds in Dedicated Children's Account are established to supplement the cost of foster care for child.		
	Revenue Source:	Revenue is generated from SSI awards received from the Social Security Administration (SSA) for children in conservatorship of the state.		

Ranking:	Program Name	2016-17 Est/Budg	2018-19 Recommended	In Compliance with Authorized Use?
6	**Foster Care Payments**	$ 331,637	$ 330,000	Yes
Total		**$ 331,637**	**$ 330,000**	

Notes/Comments:	

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

4				
	Account No:	2	**Account Type:**	Outside the Treasury
	Account Name:	Regional Children's Income Accounts (SSA)		
	Legal Cite(s):	20 C.F.R. §416.640; and 20 C.F.R. §404.2040.		
	Authorized Use:	Similar to the Dedicated Children's Account, Regional Children's Income Accounts are established to hold revenue received on behalf of the child. While Dedicated Children's Accounts hold federal funds from SSI awards, Regional Children's Income Accounts hold revenue from non-federal sources. Funds in these accounts are also established to supplement the cost of foster care for a child in conservatorship of the state.		
	Revenue Source:	Revenue includes deposits from all non-federal sources established to support the child, including child support payments or Retirement, Survivors, and Disability Insurance (RSDI) awards.		

Ranking:	**Program Name**	**2016-17 Est/Budg**	**2018-19 Recommended**	**In Compliance with Authorized Use?**
6	**Foster Care Payments**	$ 6,675,120	$ 6,600,000	Yes
Total		**$ 6,675,120**	**$ 6,600,000**	

Notes/Comments:	Pursuant to the Code of Federal Regulation, the Department of Family and Protective Services is to act as the Representative Payee on behalf of children for whom Regional Children's Income Accounts are established.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

5				
	Account No:	3	**Account Type:**	Outside the Treasury
	Account Name:	Nickel's Testamentary Trust - Jackson County		
	Legal Cite(s):	Cause No. 3817 - Jackson County Probate 5/12/1991; Modified Cause No. 98-9-52,480-D 377th Judicial District 11/25/1998		
	Authorized Use:	The trust fund was established to provide foster care services to children in Jackson County if no state resources are available for 1) medical transportation; 2) tutoring and education services; 3) behavioral modification; 4) and medical, dental, orthodontic, or vision care.		
	Revenue Source:	Revenue from interest earned from the original will and testament established for this purpose.		

Ranking:	Program Name	2016-17 Est/Budg	2018-19 Recommended	In Compliance with Authorized Use?
6	**Foster Care Payments**	$ 1,404,133	$ 1,400,000	Yes
Total		**$ 1,404,133**	**$ 1,400,000**	

Notes/Comments:	As of the 2010 census, Jackson County has a population of 14,075. The county is situated on the coast of Texas in between Houston and Corpus Christi.

Family and Protective Services, Department of

Strategic Fiscal Review - House: Appendix 5: Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

6	**Account No:**	803	**Account Type:**	Outside the Treasury
	Account Name:	Texas Home Visiting Program Trust		
	Legal Cite(s):	Texas Government Code, Sec. 531.287		
	Authorized Use:	Texas Government Code, Sec. 531.287 authorizes the use of any money in the fund to be spent without appropriation by the agency only for the purpose of the Texas Home Visiting Program.		
	Revenue Source:	The trust fund consists of money from voluntary contributions and any corresponding interest from the assets in the fund.		

Ranking:	**Program Name**	**2016-17 Est/Budg**	**2018-19 Recommended**	**In Compliance with Authorized Use?**
	N/A	$ -	$ -	N/A
Total		**$ -**	**$ -**	

Notes/Comments:	The Texas Home Visiting Program was transferred to the Department of Family and Protective Services in fiscal year 2016 from the Health and Human Services Commission pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015. While use of the fund does not require appropriation authority pursuant to Texas Government Code, Sec 531.287, DFPS has not used any revenue in the fund to date. The 2018-19 recommendations for the Texas Home Visiting Program totals $34,961,034, and it is estimated that the current balance of the fund is approximately $90 million (see SFR Section 6i, Texas Home Visiting Program).

	2016-17 Est/Budg	**2018-19 Recommended**
Inside the Treasury	$ 11,388,987	$ 11,388,987
Outside the Treasury	$ 8,410,890	$ 8,330,000
Total	**$ 19,799,877**	**$ 19,718,987**

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6a: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: CPS Direct Delivery Staff

Agency Ranking **1 out of 35**

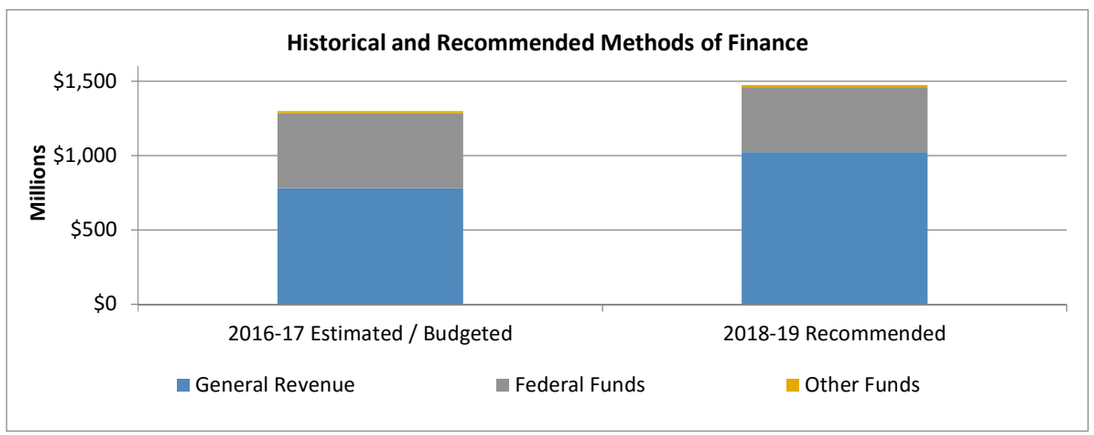
CPS Direct Delivery Staff support the entire Child Protective Services process from investigating reports of child abuse/neglect, to providing assistance to at-risk families, to managing substitute care for children who are removed from their homes.

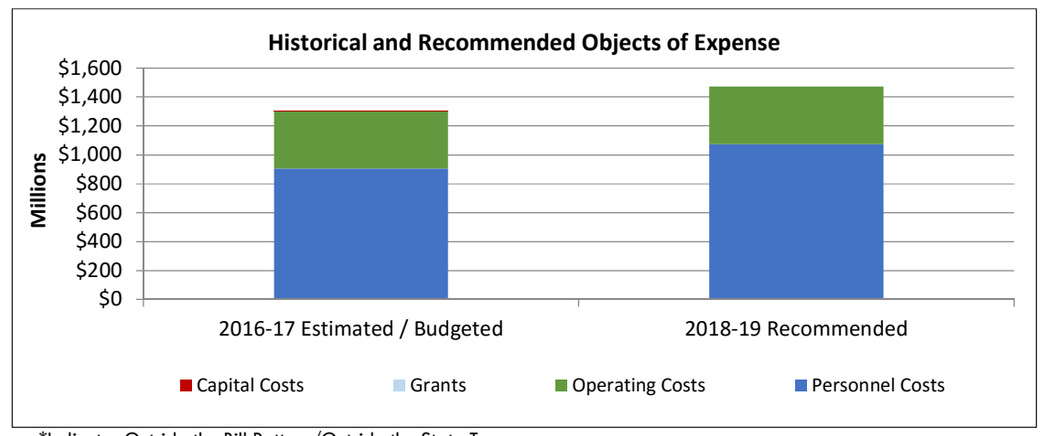
Legal Authority: Family Code, Ch. 162, 261, and 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 402, 422, 432, 471-3; and CFR Title 45, Subtitle B, Chapter XIII, Parts 135-7.

Year Implemented	1939	**Performance and/or**		**Revenue Supported**	Yes
Authority	Strong	**Operational Issues**	Qualified	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	Compliant
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
CPS Investigation Staff	$ 419,063,911	3,388.6	$ 441,032,427	3,388.6	29.9%
CPS Conservatorship Staff (CVS)	$ 316,455,034	2,786.8	$ 329,114,543	2,786.8	22.3%
CPS Family Based Safety Services Staff	$ 133,885,699	1,176.8	$ 139,632,602	1,176.8	9.5%
CPS Kinship Staff	$ 30,297,406	237.9	$ 32,015,320	237.9	2.2%
All Other Activities	$ 399,452,324	2,228.8	$ 531,754,608	2,228.8	36.1%
Total	**$ 1,299,154,374**	**9,818.9**	**$ 1,473,549,500**	**9,818.9**	100.0%

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 1,473,549,500	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 1,473,549,500***	*100.0%*

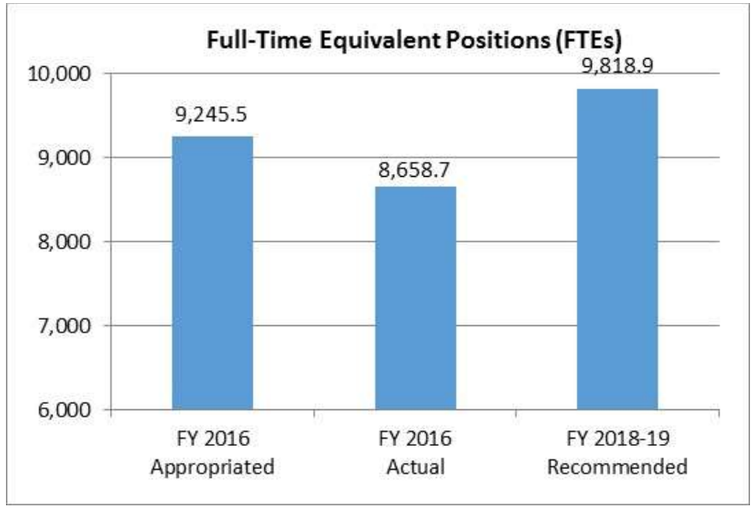


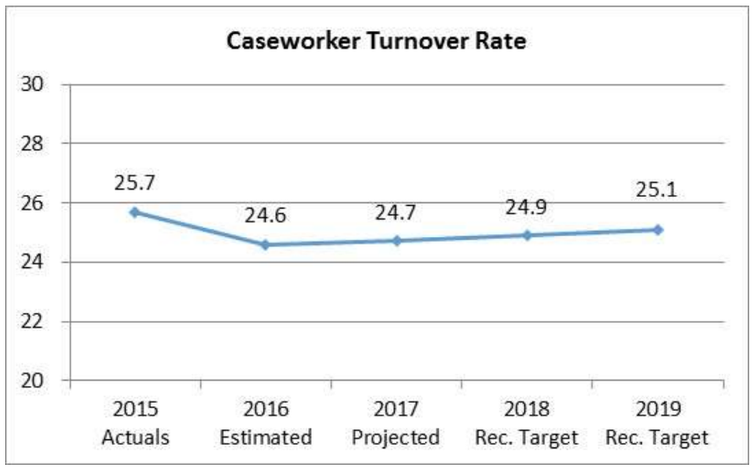


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: CPS Direct Delivery Staff

Agency Ranking **1 out of 35**





Source: ABEST

Summary of Program and Activities

The CPS Direct Delivery Staff program supports the entire Child Protective Services process at DFPS. This process begins after Statewide Intake (SWI) completes their intake and passes any reports that meet the definition of abuse or neglect to CPS investigations. Through investigations, caseworkers determine whether or not the case should be opened for service; and if so, whether or not the issue can be resolved through Family Based Safety Services where the child remains in the home, or if the child needs to be removed from the home and put into substitute care through conservatorship of the state. If the child does go into conservatorship, caseworkers can enter them into several different substitute care services including 1) Foster Care; 2) Kinship Care; 3) Adoptive Homes; or 4) Independent Living. Each of these stages is associated with a different activity under this program.

Summary of Recommendations and Fiscal and Policy Issues

1. The agency historically utilizes funds from staff vacancies in Child Protective Services to support program shortfalls in other strategies. As a result, the true cost of both staffing and additional programming within the agency is difficult to identify. Recommendations for the 2018-19 biennium set the full-time-equivalent (FTE) cap equal to the August 2016 FTE level along with 828.8 FTEs to maintain resources provided in fiscal year 2017 to address critical needs (see Selected Fiscal and Policy Issue 3, Fiscal Year 2017 Critical Needs Funding).

2. Pursuant to Stuckenberg v. Abbott Civil Action Lawsuit (see Selected Fiscal and Policy Issue 6, Stuckenberg v. Abbott Civil Action Lawsuit), the Court-appointed Special Masters submitted their recommendations to address the goals included in the related Court Opinion (see Supplemental Schedule 1: Goals Included in Court Opinion) on November 4, 2016. Preliminary Legislative Budget Board analysis, assuming increased caseworkers, salary increases for retention, and additional Information Technology systems, estimates an approximate additional funding need between $415 million and $615 million for the biennium. Recommendations for the 2018-19 biennium do not include appropriations for this purpose. The estimate assumes recommended implementation for a full biennium. Any appropriation would need to take into consideration the staggered implementation deadlines established by the Special Masters and time for the agency to fully onboard the additional caseworkers.

Agency Recommended Statutory Changes for Program Improvement

1. Texas Family Code, Sec. 261.301, requires that CPS investigations staff respond to reports of child abuse or neglect within 24 hours for highest priority cases and 72 hours for all other cases. According to the agency, in order to meet these timeframes, staff historically 1) treats non-emergency cases as emergencies; 2) spends less time on the serious cases; 3) incentivizes less complete responses; and 4) accrues substantial overtime. The 2018-19 recommendations do not assume any statutory changes related to the required response time.

Program: CPS Direct Delivery Staff

Agency Ranking **1 out of 35**

Enhancement Opportunities

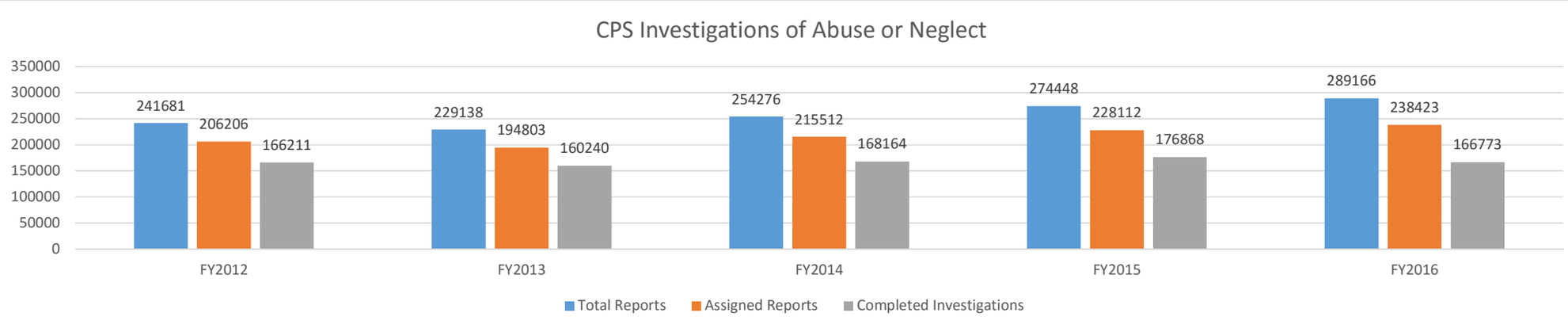
1. The agency identified the continuation of CPS Transformation as an opportunity "to improve child safety, build community collaboration, create a stable workforce, and ensure true leadership." The CPS Transformation project began in 2014 as a regionally led self-improvement process within the agency. See Supplemental Schedule 5: CPS Transformation Status for additional information on the progress made on this project to date.

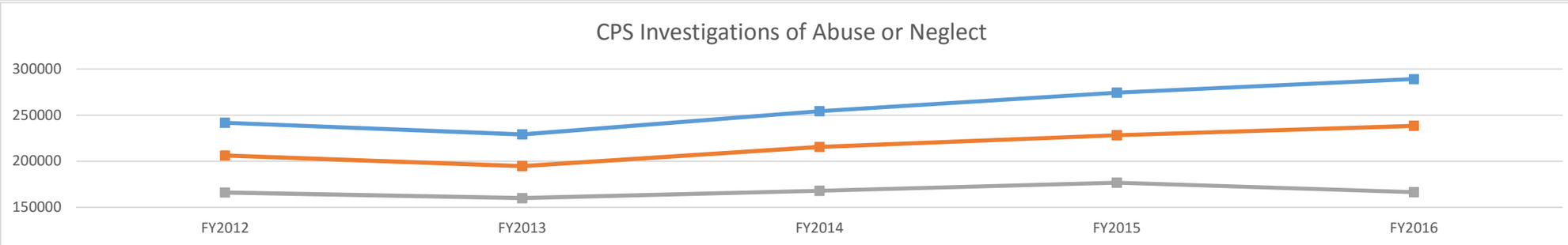
Challenges to Operation of Program

1. Outside of the SFR process and prior to the fiscal year 2017 critical needs request, the agency highlighted needs critical to the functioning of the agency, identifying the need for 550 additional CPS caseworkers and salary increases for existing caseworkers to help address program performance as it relates to directly serving the children in the system.
2. In addition, LBB staff identified staff turnover as a challenge to efficient operations of the program. Difficulty in retaining caseworkers is disruptive to the children they are serving, increases the caseload required of remaining caseworkers, and is inefficient and costly (see Program Summary Supplemental - CPS Direct Delivery Staff beginning on the next page).

Funding Alternatives

1. The agency did not provide any additional funding alternatives, despite identifying needs related to number of staff and staff compensation.
2. Upon request, the agency identified that the total cost of each additional CPS direct delivery caseworker equals $65,030 per fiscal year.



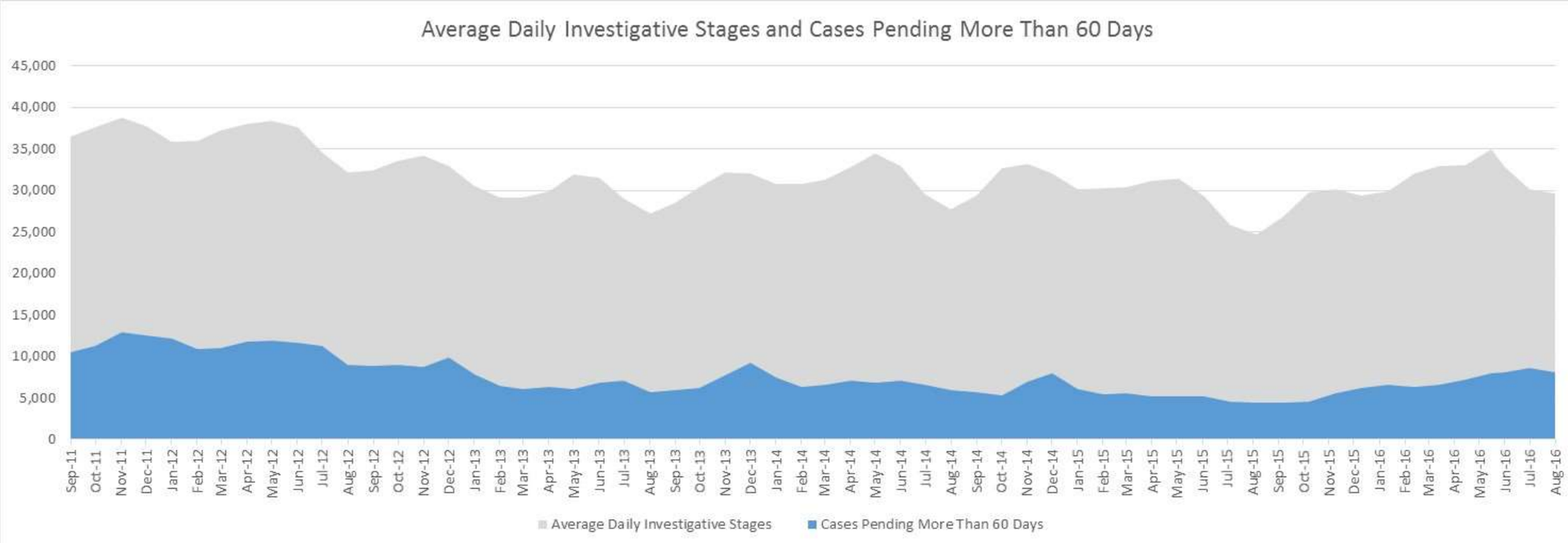


Source: Department of Family Protective Services

	FY2012	FY2013	FY2014	FY2015	FY2016
Total Reports	241,681	229,138	254,276	274,448	289,166
Assigned Reports	206,206	194,803	215,512	228,112	238,423
Completed Investigations	166,211	160,240	168,164	176,868	166,773

	FY2013	FY2014	FY2015	FY2016
Total Reports Trend	-5.19%	10.97%	7.93%	5.36%
Assigned Reports Trend	-5.53%	10.63%	5.85%	4.52%
Completed Investigations Trend	-3.59%	4.95%	5.18%	-5.71%

▪ Total Reports of Abuse or Neglect and Assigned Reports (those referred for investigation) declined in fiscal year 2013 but have increased in each subsequent fiscal year. Total Reports have increased more quickly than Assigned Reports. The percentage of Reports referred for investigation has declined from 85.3 percent in fiscal year 2013 to 82.5 percent in fiscal year 2016.
▪ Completed Investigations followed the same pattern of declining or increasing until fiscal year 2016 when the number of Completed Investigations declined despite increasing Reports.
▪ While there is a lag in completion of an investigation, that lag should be small and not result in a deviation in trend between the two measures.
▪ The implication is that the length of time to closure increased in fiscal year 2016 resulting in fewer investigations closed in fiscal year 2016 than in previous fiscal years.



Source: Department of Family Protective Services

	FY2012	FY2013	FY2014	FY2015	FY2016	August 2016
Average Daily Investigative Stages	36,699	30,950	31,115	30,022	30,964	29,688
Cases Pending More Than 60 Days	11,391	7,382	6,904	5,618	6,685	8,037
Percent Pending More Than 60	31.04%	23.85%	22.19%	18.71%	21.59%	27.07%

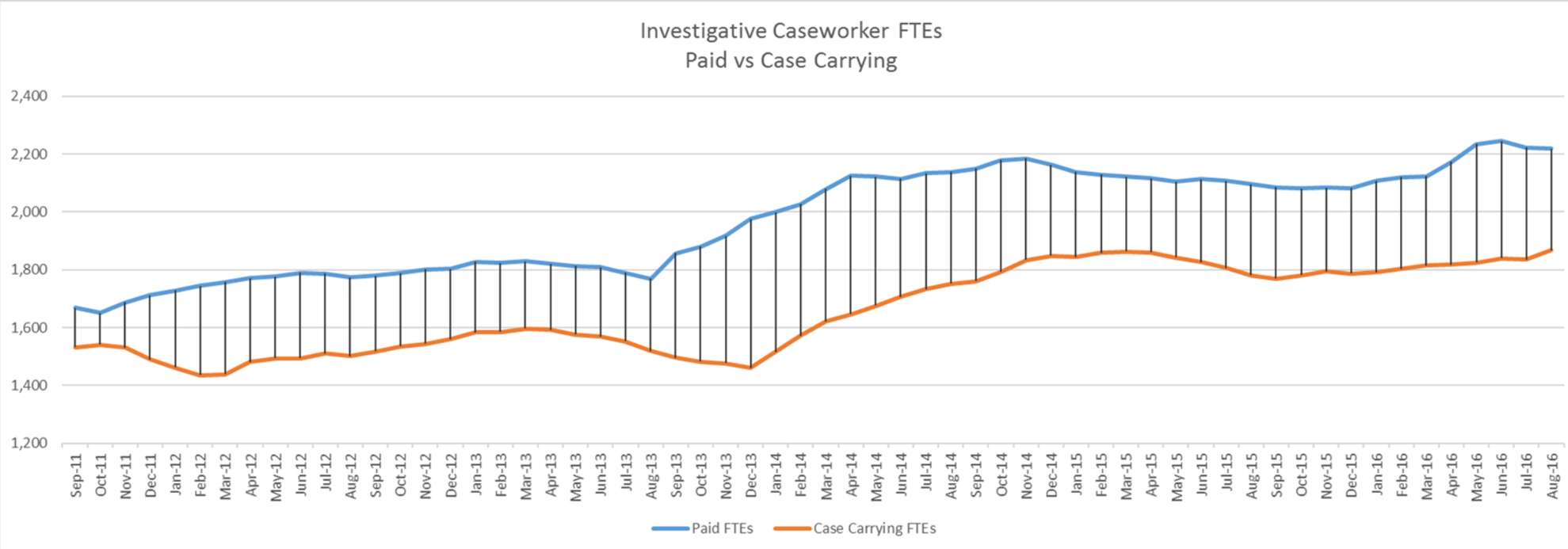
▪ The number of Daily Investigative Stages is reported as a daily average by month while the number of Cases Pending More Than 60 Days is reported as an end-of-month count. Comparisons between the two measures can still be made, particularly over time.

▪ Average Daily Investigative Stages declined in fiscal years 2013 and 2015, increased in fiscal years 2014 and 2016. The number of Cases Pending More Than 60 Days followed this same pattern, but increased throughout fiscal year 2016. By the end of fiscal year 2016, 27.0 percent of Investigative Stages had been open more than 60 days, a nearly 50.0 percent increase over the fiscal year 2015 average.

▪ The number of Investigative Stages is influenced by both the number of Reports referred for investigation and the length of time an investigation remains open.

▪ Investigations remaining open for longer periods of time can result in the appearance of increased workload (caseload per worker) even if the number of investigations remains relatively steady.

▪ The Department of Family and Protective Services (DFPS) has indicated Cases Pending More Than 60 Days are generally cases that are lacking documentation to close, which seems to mean they may be contributing significantly to the measure of workload while no work is actually being done on them. For example, if one of these pending cases could be closed in a day if the documentation were completed but it remains open for 60 days after the investigation is completed, it is counted in the workload measure each of those 60 days. If the case had been closed the day the investigation was completed, it would have been removed from the workload measure for those 60 days. Essentially the same amount of work is being measured in two very different ways.



Source: Department of Family Protective Services

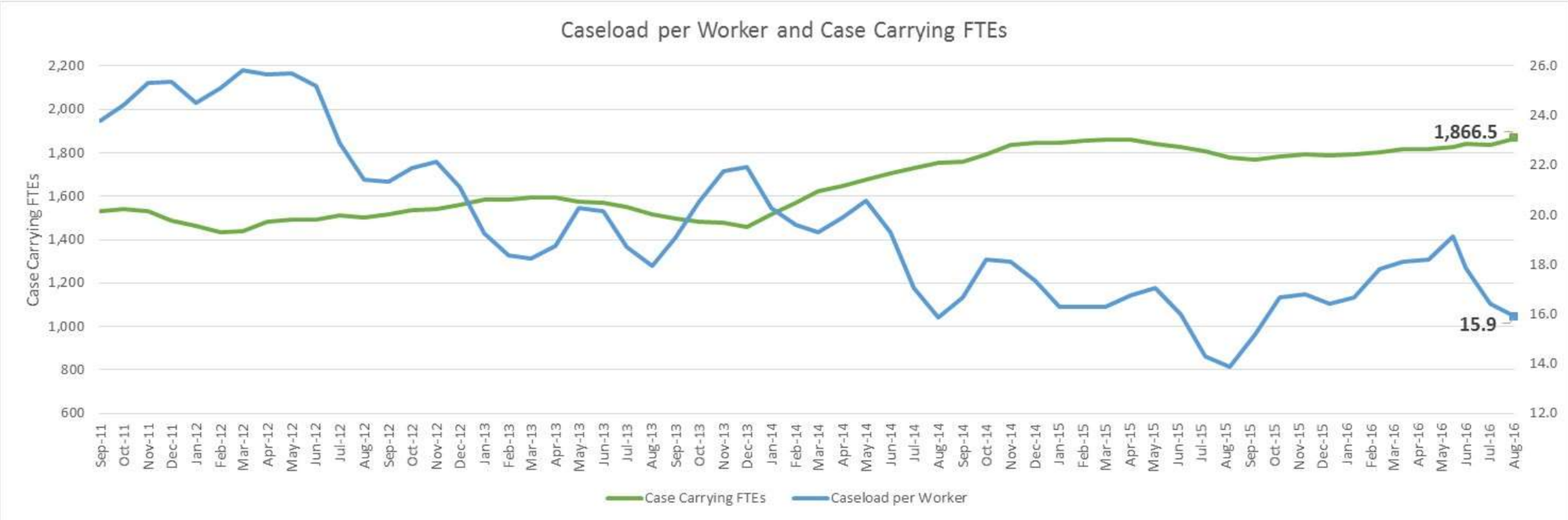
	FY2012	FY2013	FY2014	FY2015	FY2016
Paid FTEs	1737.2	1804.2	2030.7	2133.6	2148.2
Case Carrying FTEs	1492.3	1560.6	1594.4	1826.3	1810.3
Percent Paid FTEs Carrying Cases	85.9%	86.5%	78.5%	85.6%	84.3%

	FY2013	FY2014	FY2015	FY2016
Paid FTEs Trend	3.86%	12.55%	5.07%	0.69%
Case Carrying FTEs Trend	4.58%	2.16%	14.54%	-0.87%
Percentage of Paid FTEs Carrying Cases Trend	0.69%	-9.23%	9.02%	-1.55%

▪ DFPS reports two measures of full-time-equivalents (FTEs): the number of Paid FTEs and the number of Case Carrying FTEs. Paid FTEs are not counted as case carrying during their first 97 days of employment and are counted as half of a Case Carrying FTE during the next 98-128 days of service to reflect the training period for new caseworkers. Because of this, there is a lag between increases in Paid FTEs and increases in Case Carrying FTEs. This is most evident in fiscal year 2014 when the number of Paid FTEs began increasing significantly in September 2013 while the same increase in Case Carrying FTEs did not begin until January 2014.

▪ The gap between the two FTE measures reflects on the agency's ability to retain caseworkers. The gap was at its narrowest in fiscal year 2013 and the middle of fiscal year 2015.

▪ Despite receiving additional funding for caseworkers in the 2016-17 biennium, it appears DFPS did not begin hiring new staff until April 2016. Small increases in Case Carrying FTEs in early fiscal year 2016 despite no increase in Paid FTEs indicates there may have been some progress in retaining staff. The gap increased in the second half of fiscal year 2016 as more staff entered the training period.

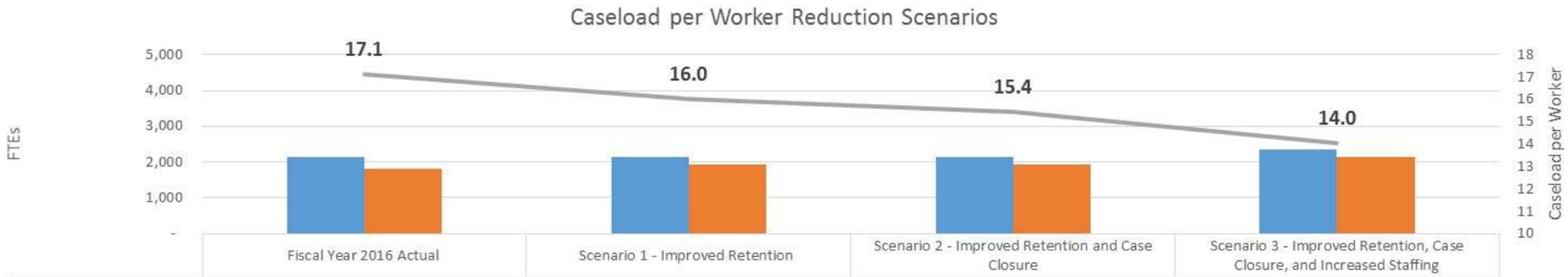


Source: Department of Family Protective Services

	FY2012	FY2013	FY2014	FY2015	FY2016
Average Daily Investigative Stages	36,699	30,950	31,115	30,022	30,964
Case Carrying FTEs	1,492.3	1,560.6	1,594.4	1,826.3	1,810.3
Caseload per Worker	24.6	19.8	19.5	16.4	17.1

	FY2013	FY2014	FY2015	FY2016
Average Daily Investigative Stages Trend	-15.66%	0.53%	-3.51%	3.14%
Case Carrying FTEs Trend	4.58%	2.16%	14.54%	-0.87%
Caseload per Worker Trend	-19.36%	-1.60%	-15.76%	4.04%

▪ Caseload per Worker is calculated as the Average Daily Investigative Stages divided by the average daily Case Carrying FTEs.
▪ There is no required national standard for calculating Caseload per Worker or the appropriate number. Monitoring data over time using the same methodology can be a good indicator of progress absent a true benchmark.
▪ DFPS has made significant progress in reducing Caseload per Worker since fiscal year 2012. Despite this progress, Caseload per Worker steadily increased throughout fiscal year 2016 as the number of Investigative Stages increased (at least in part due to investigations not being closed in a timely fashion) while the number of Case Carrying FTEs remained flat.
▪ There is a strong seasonal pattern in the monthly number of Investigative Stages that is reflected in Caseload per Worker with increases in the fall and spring, decreases in the winter and summer.



	Fiscal Year 2016 Actual	Scenario 1 - Improved Retention	Scenario 2 - Improved Retention and Case Closure	Scenario 3 - Improved Retention, Case Closure, and Increased Staffing
Paid FTEs	2,148	2,148	2,148	2,363
Case Carrying FTEs	1,810	1,933	1,933	2,127
Investigative Stages	30,964	30,964	29,839	29,839
Caseload per Worker	17.1	16.0	15.4	14.0

Source: Department of Family Protective Services

▪ Progress towards reducing Caseload per Worker can be made by both reducing the numerator (number of Investigative Stages) and increasing the denominator (Case Carrying FTEs).
▪ The number of reports requiring investigation is not within the agency's control but the length of time the investigations remain open can be reduced through action by the agency. This is evident in the increase in Cases Pending More Than 60 Days.
▪ The number of Case Carrying FTEs can be increased in two ways: increasing Paid FTEs and increasing retention so that the gap between Paid FTEs and Case Carrying FTEs is narrowed.
▪ Below are three iterative scenarios showing the impact on Caseload per Worker using actual fiscal year 2016 data as the basis.
▪ **Scenario 1 - Improved Retention:** The number of Case Carrying FTEs was increased relative to the number of Paid FTEs by increasing the percentage carrying cases from 84.0 percent to 90.0 percent. This results in a reduction to the fiscal year average Caseload per Worker of 1.1 (6.0 percent).
▪ **Scenario 2 - Improved Retention and Improved Case Closure:** The same number of Case Carrying FTEs as in Scenario 1 is assumed while the number of Investigative Stages is reduced (assumes Cases Pending More Than 60 Days in January to August are reduced based on fiscal year 2015 month-to-month change and that this will result in a reduction to Average Daily Investigative Stages of 50 percent of the reduction to end-of-month Cases Pending More Than 60 Days). This results in a reduction to Investigative Stages of 13,498 and a reduction to fiscal year average Caseload per Worker of 1.7 (10.0 percent) from actual fiscal year 2016 and 0.6 (4.0 percent) from Scenario 1.
▪ **Scenario 3 - Improved Retention, Improved Case Closure, and Increased Staffing:** The number of Paid FTEs is increased by 10.0 percent (2,578 Paid FTEs) while maintaining the same percentage carrying cases from Scenario 1 and the same number of Investigative Stages from Scenario 2. This results in a reduction to the fiscal year average Caseload per Worker of 3.1 (18.0 percent) from actual fiscal year 2016, 2.0 (12.0 percent) from Scenario 1, and 1.4 (9.0 percent) from Scenario 2.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6b: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: CPS Program Support

Agency Ranking **2 out of 35**

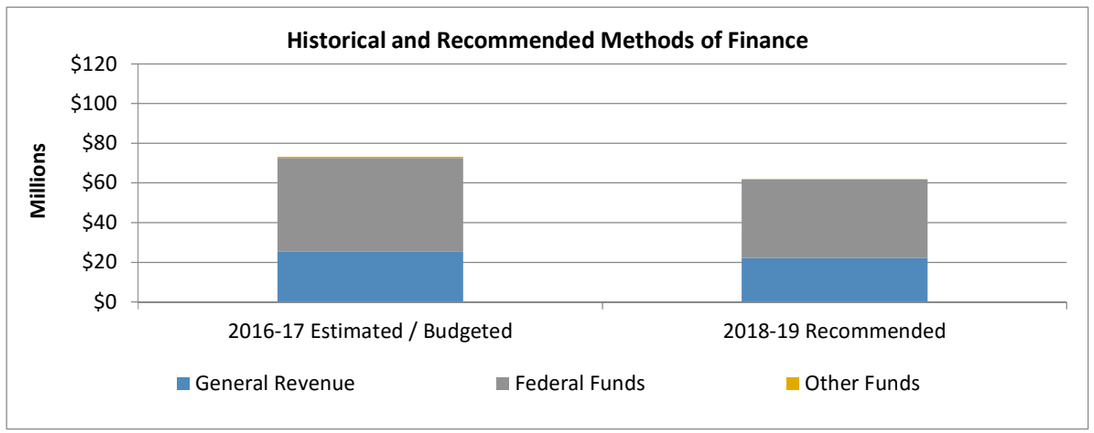
CPS Program Support includes the functions necessary to provide direct support and management of CPS direct delivery staff, including 1) eligibility determinations; 2) developing and maintaining policy and procedures; 3) program management; 4) quality assurance processes; 5) legal support services; 6) regional administration; 7) contract management; and 8) program-specific training. This program also contains discretionary special projects funded through federal, state, or local sources, the largest of which is the Child Abuse Prevention and Treatment Act (CAPTA) federal initiatives.

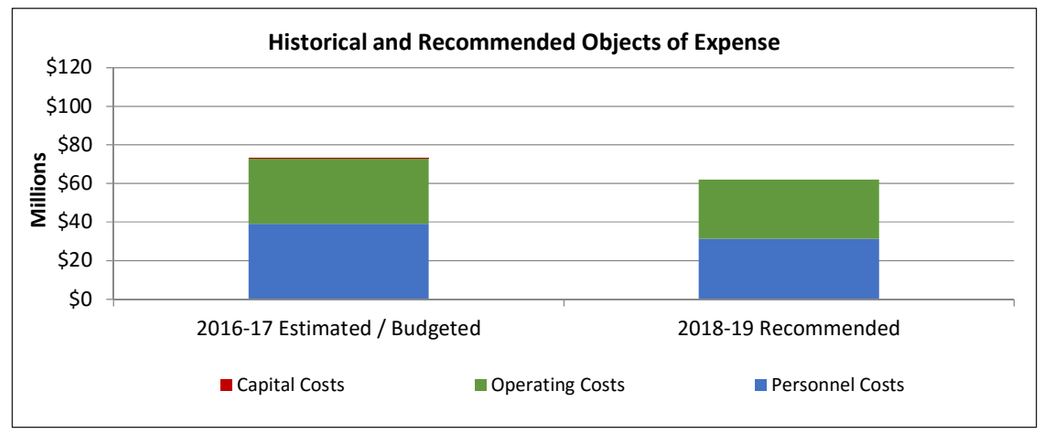
Legal Authority: Family Code, Ch. .162, 261, and 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 422, 432, 471-3; and CFR Title 45, Subtitle B, Chapter IV and Chapter XIII, Parts 1355, 1356, and 1357.

Year Implemented	1939	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	Qualified	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
CPS Program Support and Training	$ 63,568,035	293.0	$ 55,239,407	293.0	89.0%
CPS Discretionary/Special Projects	$ 6,033,102	22.6	$ 3,872,398	22.6	6.2%
Direct Administration	$ 3,574,273	9.9	$ 2,920,665	9.9	4.7%
Total	**$ 73,175,410**	**325.5**	**$ 62,032,470**	**325.5**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 62,032,470	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 62,032,470***	*100.0%*

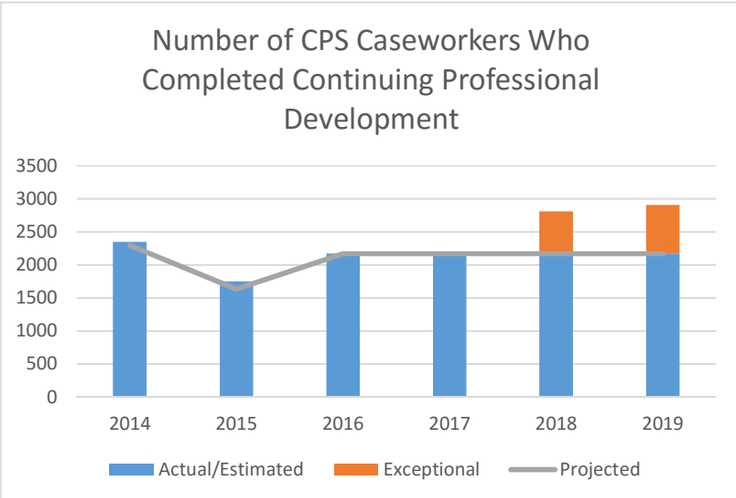




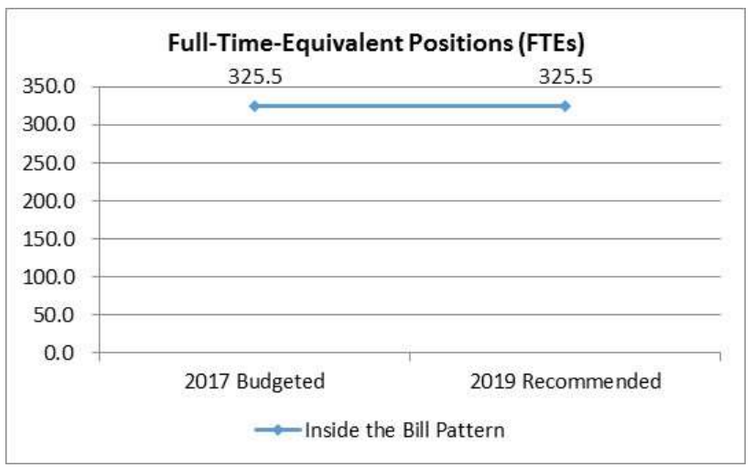
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: CPS Program Support

Agency Ranking **2 out of 35**



Source: ABEST



Summary of Program and Activities

CPS Program Support provides direct support and management of CPS direct delivery staff. This program also contains discretionary special projects funded through federal, state, or local sources. This program includes statewide and regional staff pool costs, Ombudsman, worker time study implementation, information technology support, leases, office supplies, building maintenance, mail distribution, postage, and telecommunications. Significant federally funded special projects in this program include the Child Abuse Prevention and Treatment Act (CAPTA) initiatives that have focused on increasing parent participation, best practices, program evaluation, reducing disproportionality, supporting foster care redesign implementation, and strengthening education and developmental disability services.

Summary of Recommendations and Fiscal and Policy Issues

1 The only performance measure the agency identified for this program is the number of CPS caseworkers who completed continuing professional development (CPD). The agency reported meeting or exceeding the projected number since fiscal year 2012.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency anticipates receiving results of the federal Child and Family Services Review (CFSR) in late 2016 or early 2017 regarding the agency's compliance with federal child welfare requirements and child outcomes. Prior reviews have resulted in the agency developing a Program Improvement Plan, and future findings could impact CPS program delivery and support.

2 The federal National Youth in Transition Database provides an opportunity to measure outcomes after youth have aged out of care. For example, national data on poor educational outcomes for youth who have been in foster care helped establish stronger collaboration with public institutions of higher learning. These programs, coupled with the Texas tuition fee waiver, have provided incentive for more youth to achieve higher educational goals. In January 2016, CPS entered into an agreement with the Texas Higher Education Coordinating Board that allows for data sharing between the two agencies to generate an aggregate annual report of higher education outcomes for current and former foster youth, adopted youth, and youth where Permanent Managing Conservatorship was granted to a non-parent.

3 Not included in the recommendations are two exceptional items related in part to this program (see Items Not Included in Recommendations, Item 2): a) The agency requests additional FTEs in fiscal years 2018 and 2019, as part of requests to address increased direct support relating to growth in demand for services for several programs; and b) The agency requests funding to expand training provided through the agency's Center for Learning & Organizational Excellence and to expand professional development in the agency's CPS Leadership Training.

Program: CPS Program Support

Agency Ranking **2 out of 35**

Challenges to Operation of Program

1 According to the agency, the number of staff that determine children's eligibility for state and federal programs (eligibility staff), such as supplemental security income, and Preparation for Adult Living (PAL) staff are not allocated based on a client population growth formula, despite an increase in the functions and numbers of clients served by these staff. CPS reports the agency could use additional staff for these areas as both have been impacted by the growth in clients served but have not been allocated additional resources to meet those needs. The work load for eligibility and PAL staff lends itself to development of a staffing need/allocation model, however, CPS has not made an estimate of need at this time.

CPS notes that although the number of youth aging out of foster care has decreased, reducing PAL staff workloads is an opportunity for those staff to provide more quality services to youth in foster care until age 18 or in extended foster care until age 21. These quality services may include: participation in Circle of Support meetings to help with transition planning, and more collaboration with conservatorship caseworkers so they are more aware of the Transitional Living Services programs such as PAL, Education and Training Voucher program, College Tuition Fee Waiver, Extended Care Program, and health benefits.

Funding Alternatives

1 Despite noting the enhancements described above, the agency did not provide any funding alternatives for this program.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6c: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: APS In-Home Direct Delivery Staff

Agency Ranking **3 out of 35**

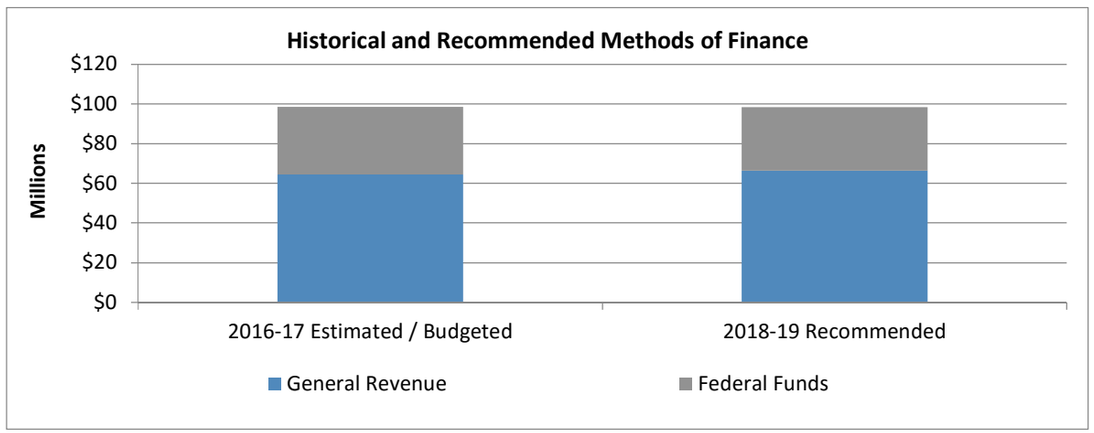
The Adult Protective Services In-home program protects elderly adults (age 65 and older), adults with disabilities (age 18 - 64) and persons with disabilities under age 18 declared legal adults, by investigating reports of abuse, neglect, and exploitation.

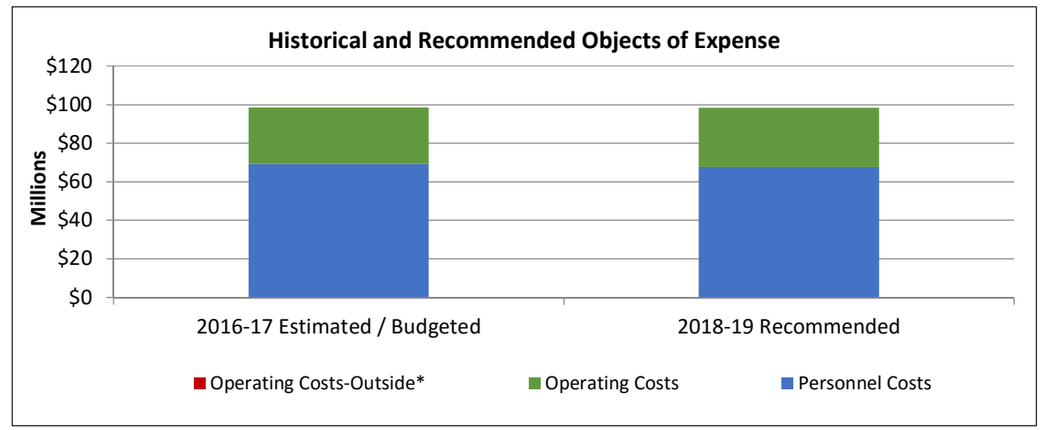
Legal Authority: Human Resources Code, Ch. 40 and 48; Social Security Act, Secs. 1902 and 2001.

Year Implemented	1970	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	Strong			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**Outsourced Services**	Partial		
Service Area	Statewide	**State Service(s)**	Health Care - Rehabilitation, Disability & Long Term Care		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
APS In-Home Direct Delivery Staff	$ 88,570,960	723.6	$ 89,265,104	723.6	90.7%
Direct Administration	$ 7,320,149	13.8	$ 4,855,515	13.8	4.9%
APS Litigation	$ 2,648,181	6.3	$ 4,305,259	6.3	4.4%
Total	**$ 98,539,290**	**743.7**	**$ 98,425,878**	**743.7**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 98,425,878	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 98,425,878***	*100.0%*

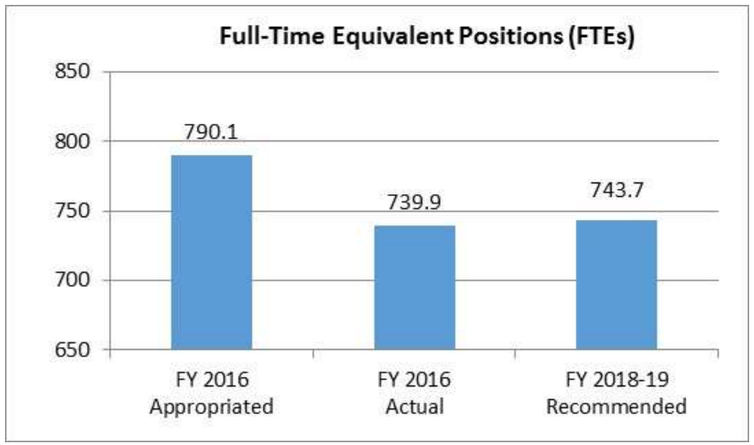


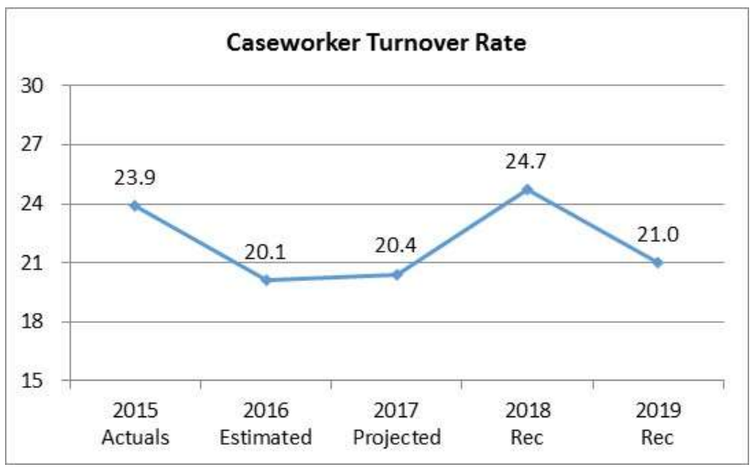


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: APS In-Home Direct Delivery Staff

Agency Ranking **3 out of 35**





Source: ABEST

Summary of Program and Activities

Similar to Child Protective Services, Adult Protective Services was established in order to protect elderly adults and adults with disabilities from abuse, neglect, or exploitation. The main activity under this program, APS In-Home Direct Delivery Staff, is charged with investigating all related allegations for the population living in their own homes or in unlicensed room-and-board homes and then providing or arranging for services necessary to alleviate or prevent further maltreatment. In addition, the APS Litigation activity funds the cost for attorneys that represent the agency in any subsequent litigation or other legal activities.

Summary of Recommendations and Fiscal and Policy Issues

1. Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, Adult Protective Services were split between In-Home and Facility/Provider Investigations. In-Home services remains at DFPS, and Facility/Provider services transfers to the Health and Human Services Commission (HHSC) in fiscal year 2018.
2. LBB staff has identified a potential conflict of interest related to the transfer of the APS Facility/Provider Investigation program from DFPS to HHSC. As the management of state-owned hospitals and State-Supported Living Centers is expected to also be transferred to HHSC pursuant to SB 200, any APS investigations at these facilities would result in HHSC investigating and regulating programs it operates.
3. The agency historically utilizes funds from staff vacancies in Adult Protective Services to support program shortfalls in other strategies. As a result, the true cost of both staffing and additional programming within the agency is difficult to identify. Recommendations for the 2018-19 biennium set the full-time equivalent (FTE) cap equal to the August 2016 FTE level and includes an additional $2.0 million in General Revenue to annualize the related Salaries & Wages and Travel costs per APS caseworker to fully fund the FTE cap (see Full-Time-Equivalent Positions (FTEs) graph).

Agency Recommended Statutory Changes for Program Improvement

1. The agency did not identify any specific statutory changes that could improve the program's effectiveness.

Enhancement Opportunities

1. The agency did not identify any specific opportunities to enhance the program given additional resources.
2. The State's Position Classification Plan for the 2018-19 Biennium published by the State Auditor's Office identified turnover in APS caseworkers as second only CPS caseworkers at DFPS. And similar to CPS, difficult in retaining APS caseworkers is disruptive, increases caseload requirements for remaining staff, and is expensive.

Program: APS In-Home Direct Delivery Staff

Agency Ranking **3 out of 35**

Challenges to Operation of Program

1. The agency identified non-competitive salaries for Adult Protective Services caseworkers as a challenge to retaining quality staff. While the agency was able to reduce turnover from 23.9 percent to 20.1 percent in fiscal year 2016, the agency anticipates turnover to continue increasing beginning in fiscal year 2017.

Funding Alternatives

1. The agency did not provide any additional funding alternatives, despite identifying staff salaries as a challenge for the program.
2. Upon request, the agency identified that the total cost of each additional APS direct delivery caseworker equals $64,171 per fiscal year.
3. As of August 2016, the agency employed 736.1 caseworkers. If each caseworker received a $1,000 salary increase, it would cost a total of $1.0 million, including employee benefits.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6d: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: APS Program Support

Agency Ranking **4 out of 35**

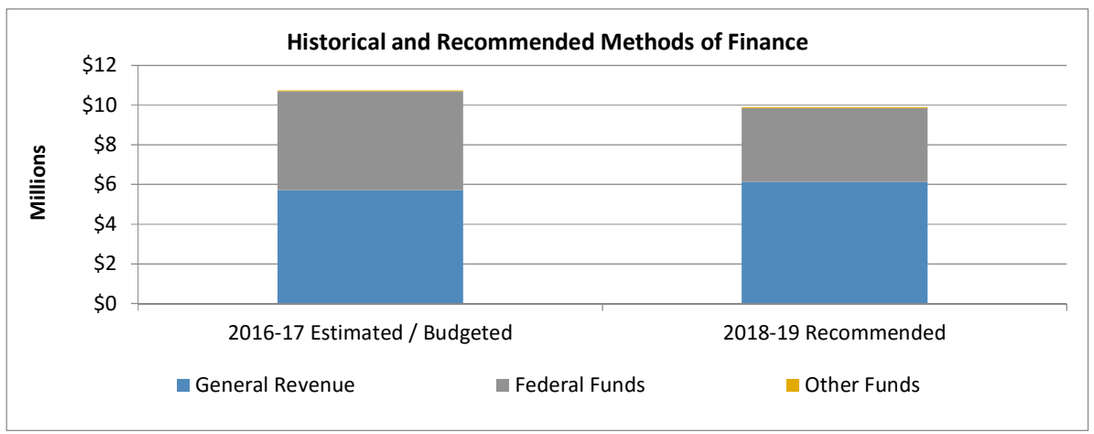
APS Program Support provides direct support to and management of APS caseworkers to ensure efficient and effective delivery of services. Specific functions include improving quality assurance and accountability processes, creating staff development plans, providing subject matter expertise to caseworkers in the field, developing training, and assisting with legal interventions when a client is deemed to be in a high-risk situation.

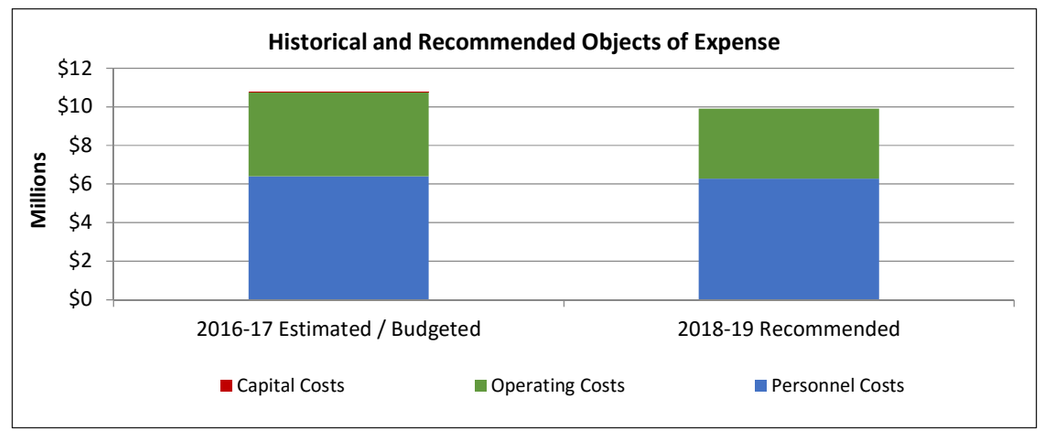
Legal Authority: Human Resources Code, Ch. 40 and 48; and Social Security Act, Secs. 1902 and 2001.

Year Implemented	1992	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	Strong			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**Outsourced Services**	Partial		
Service Area	Statewide	**State Service(s)**	Health Care - Rehabilitation, Disability & Long Term Care		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
APS Program Support	$ 10,206,176	71.5	$ 9,443,655	71.5	95.5%
Direct Administration	$ 547,594	1.1	$ 448,720	1.1	4.5%
Total	**$ 10,753,770**	**72.6**	**$ 9,892,375**	**72.6**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 9,892,375	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 9,892,375***	*100.0%*

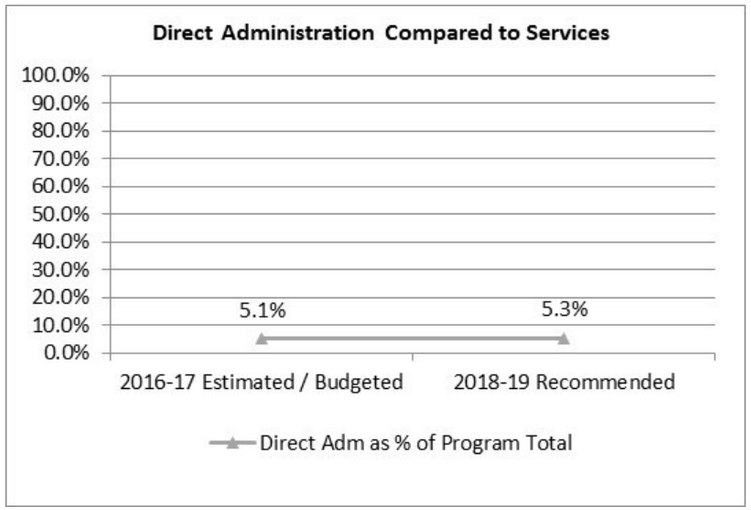


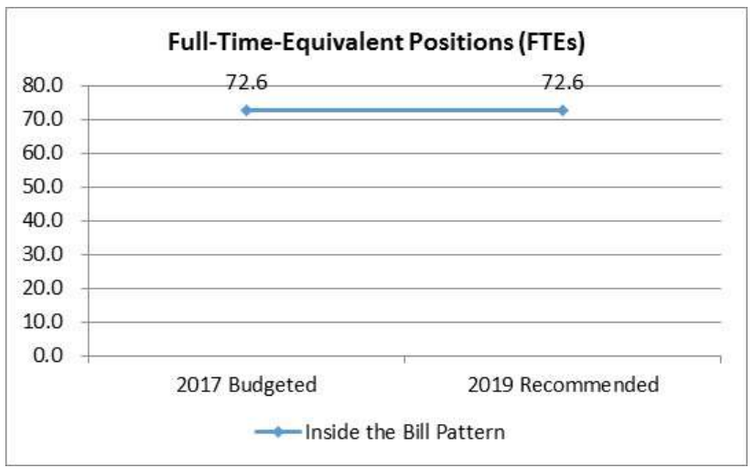


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: APS Program Support

Agency Ranking **4 out of 35**





Summary of Program and Activities

APS program support includes developing and maintaining policies and procedures, legal support, regional administration, training, and staff development plans.

Summary of Recommendations and Fiscal and Policy Issues

1 APS training includes a field component where new APS specialists receive a variety of training. The initial caseworker training is called Basic Skills Development (BSD). The agency measures the number of caseworkers who complete BSD training each year. In fiscal year 2012, the agency trained 91 caseworkers and in 2015, 179 were trained. The agency conducts various internal evaluation activates however has not conducted an outside evaluation of the training as was completed for CPS training.

2 It is unclear if this program will continue to support caseworkers transferred to HHSC when the APS Facility/Provider investigations are transferred.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency.

Challenges to Operation of Program

1 The agency has cited low salaries as a challenge for operations in this program as staff often leave for higher paying positions at other agencies or with non-state employers.

2 The agency has also cited challenges with network bandwidth in approximately 40.0 percent of their offices which are located in rural locations. This limits the office's ability to be efficient in their casework and other operations such as completing online staff training. The agency has indicated they are working to improve connectivity issues as internet providers make improvements to networks and as funds allow for system upgrades.

Funding Alternatives

1 Despite identifying staff salaries as a challenge to program operation, the agency did not provide any funding alternatives.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6e: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Statewide Intake Services (SWI)

Agency Ranking **5 out of 35**

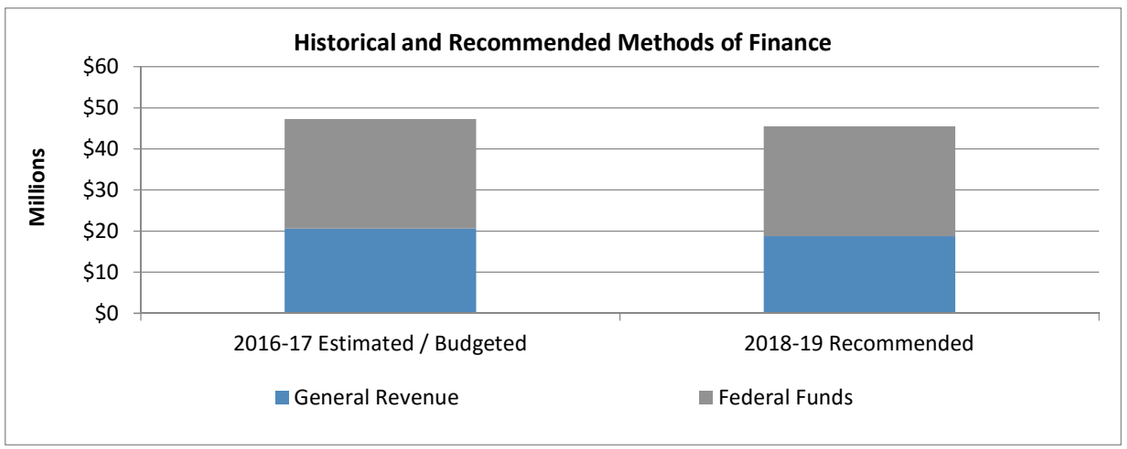
SWI is the centralized point of intake for statewide reports of abuse, neglect, and/or exploitation of children and adults. The center operates twenty-four hours a day, seven days a week to assign any reports meeting the statutory definition of abuse or neglect to Child Protective Services, Adult Protective Services, or Child Care Regulation for further investigation.

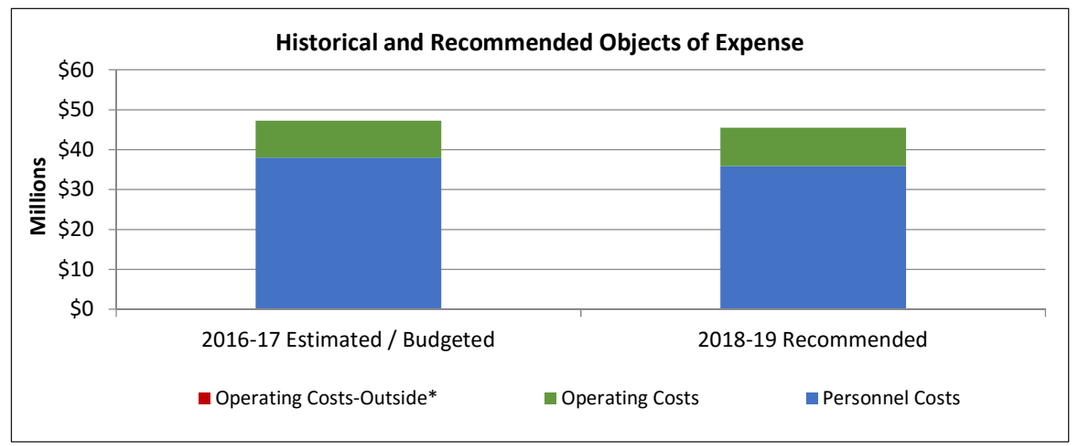
Legal Authority: Family Code, Ch. 261; Human Resources Code, Ch. 40 and 42.

Year Implemented	1999	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Statewide Intake Direct Delivery Services	$ 40,358,613	389.2	$ 40,613,224	389.2	89.3%
Direct Administration	$ 5,194,940	1.3	$ 3,166,278	1.3	7.0%
Statewide Intake Program Support and	$ 1,725,792	17.3	$ 1,718,584	17.3	3.8%
Total	**$ 47,279,345**	**407.8**	**$ 45,498,086**	**407.8**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 45,498,086	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 45,498,086***	*100.0%*

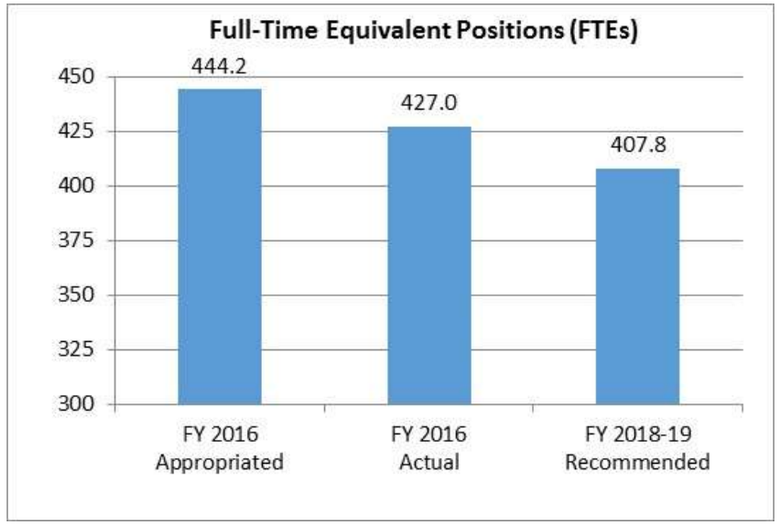


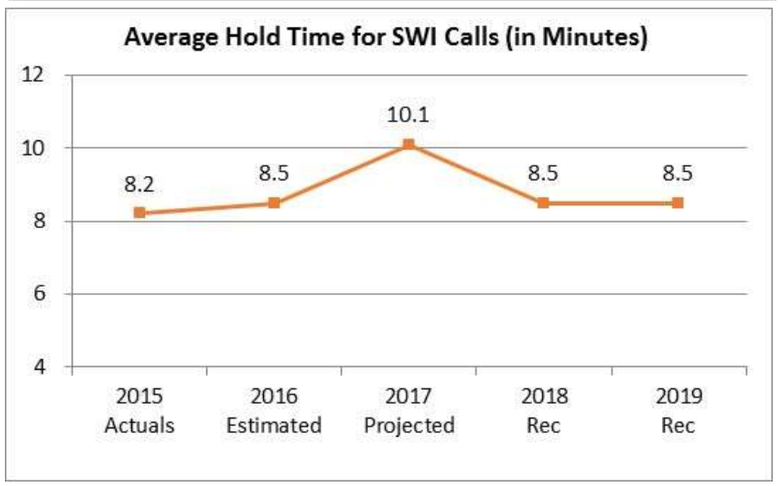


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Statewide Intake Services (SWI)

Agency Ranking **5 out of 35**





Source: ABEST

Summary of Program and Activities

Through the Statewide Intake (SWI) process, the Direct Delivery Services activity provides the staff resources needed to receive reports of children, elder adults, and persons with disabilities suspected to have been abused, neglected, and/or exploited through the 24-hour call center. As reports are received, they are assessed and prioritized. They are then referred to Child Protective Services, Adult Protective Services, or Child Care Licensing as appropriate for further investigation. A copy of each intake of suspected abuse, neglect, or exploitation of a child is also routed to law enforcement. In addition, the SWI Program Support and Training activities provides program specific training and support for daily operations of staff and supervisors.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency historically utilizes funds from staff vacancies in Statewide Intake Services to support program shortfalls in other strategies. As a result, the true cost of both staffing and additional programming within the agency is difficult to identify. Recommendations for the 2018-19 biennium set the full-time equivalent (FTE) cap equal to the August 2016 FTE level and aligns appropriations to annualize the related Salaries & Wages and Travel costs per SWI FTE to fully fund the FTE cap (see Full-Time Equivalent Positions (FTEs) graph).

Agency Recommended Statutory Changes for Program Improvement

1 Texas Government Code Sec. 662.005 prevents state employees from earning a paid day off for working a state holiday that falls on a Saturday or Sunday unless exempted in statute (such as the Department of Public Safety and the Parks and Wildlife Department). According to the agency, not being included in this exemption is a challenge for their Statewide Intake staff as all holidays must be staffed regardless of when they fall. The 2018-19 recommendations do not include funding related to this statutory change.

Enhancement Opportunities

1 The agency did not identify any specific opportunities to enhance the program given additional resources.

2 While average hold time for SWI is dependent on many variables including time of day, volume of calls, and complexity of calls received, generally there is an inverse relationship between SWI direct delivery FTEs and average hold time. As a result, effective hiring and retention of SWI staff by the agency can positively impact this measure.

Program: Statewide Intake Services (SWI)

Agency Ranking **5 out of 35**

Challenges to Operation of Program

1. The agency highlighted performing intake services 24 hours a day, 365 days a year as a challenge for retention and overall employee satisfaction (see Agency Recommended Statutory Changes for Program Improvement).

Funding Alternatives

1. The agency did not provide any additional funding alternatives, despite identifying challenges to program operations.
2. Recommendations would maintain hold times at fiscal year 2016 actual performance levels.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6f: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Foster Care Payments

Agency Ranking **6 out of 35**

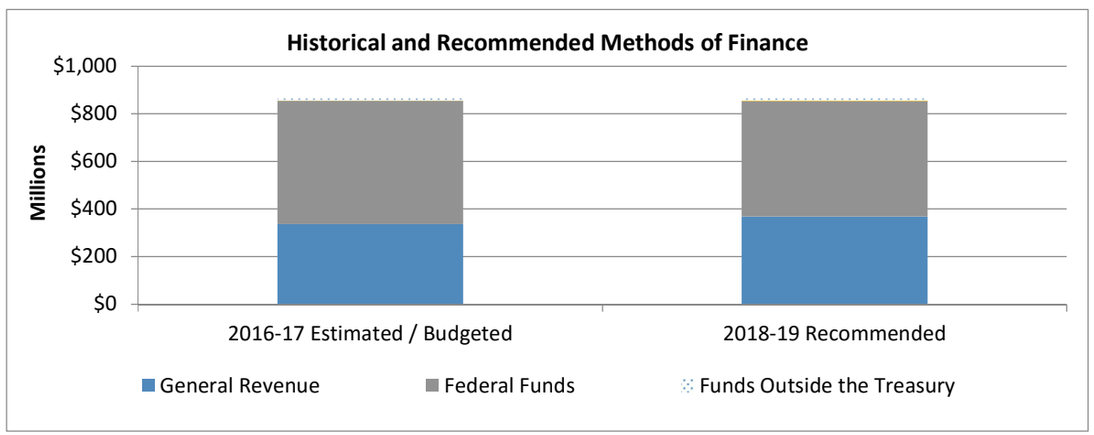
DFPS pays a daily rate to foster care service providers for the care of children who have been removed from their homes through the Child Protective Services investigations process due to confirmed cases of abuse and/or neglect.

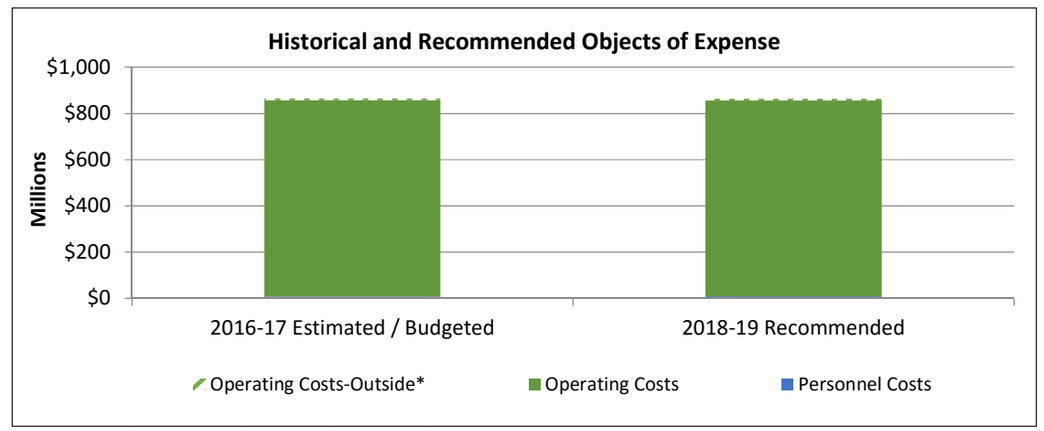
Legal Authority: Family Code, Ch. 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 471-2, 475, and 479(B); and CFR Title 45, Subtitle B, Chapter XIII, Part 1356.

Year Implemented	1997	**Performance and/or**		**Revenue Supported**	Yes
Authority	Moderate	**Operational Issues**	Qualified	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	Compliant
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Foster Care Payments	$ 780,899,787	0.0	$ 776,767,181	0.0	89.9%
Foster Care Redesign-Blended Rate	$ 67,391,835	0.0	$ 68,201,138	0.0	7.9%
Foster Care Redesign-Exceptional Care	$ 2,811,081	0.0	$ 2,949,144	0.0	0.3%
Foster Care Redesign-Other Payments	$ 225,364	0.0	$ 223,650	0.0	0.0%
All Other Activities	$ 13,085,534	81.4	$ 15,670,284	81.4	1.8%
Total	**$ 864,413,601**	**81.4**	**$ 863,811,397**	**81.4**	100.0%

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 855,481,397	99%
Funds Outside the State Treasury	$ 8,330,000	1.0%
Total	***$ 863,811,397***	*100.0%*

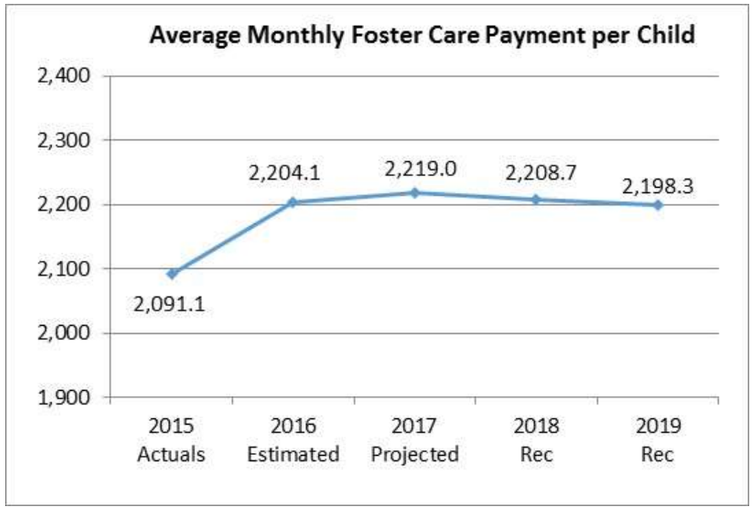




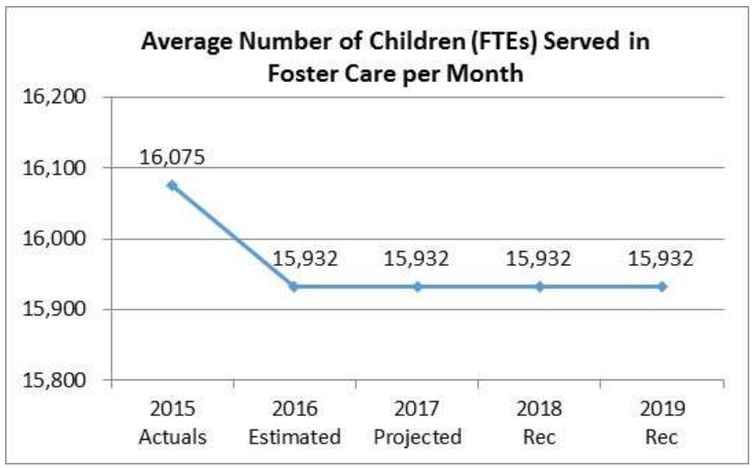
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Foster Care Payments

Agency Ranking **6 out of 35**



Source: ABEST



Source: ABEST

Summary of Program and Activities

The Foster Care program provides for all of the foster care services provided to children in the conservatorship of the state. Activities under this program are grouped by the type of service provided. Foster Care Payments covers the different reimbursement rates in the legacy system for four different service levels and three different placement types. Emergency shelters and the intensive psychiatric transition program each have their own rate which does not depend on a service level. A complete list of the different foster care services and rates is provided in Supplemental Schedule 4, Current DFPS Foster Care Rates. In addition, the rates established for Foster Care Redesign - Blended Rate, Other Payments, and Exceptional Care are covered in separate activities (see Selected Fiscal and Policy Issue 7, Foster Care Redesign).

Summary of Recommendations and Fiscal and Policy Issues

1. Excluding agency-wide allocated costs included in this program, recommendations for the 2018-19 biennium include an increase of $8.8 million in General Revenue (net decrease of $3.1 million in All Funds) as compared to the LBB 2016-17 adjusted base. General Revenue assumptions include a $9.2 million increase to replace TANF Federal Funds; $7.9 million increase related to child-specific contracts (an increase in the number of contracts offset by a reduction in average cost for each contract); $0.6 million increase to maintain the fiscal year 2017 foster care redesign rate for each fiscal year of the 2018-19 biennium; $0.5 million increase to cover the decreased Title IV-E eligibility (see Selected Fiscal and Policy Issue 15, Title IV-E Financial Participation); $7.6 million decrease related to the projected case mix; $1.1 million decrease to reflect the net more favorable FMAP; and $0.9 million decrease to remove additional funding in the base to cover the extra day from the leap year in the 2016-17 biennium.

2. Funding for foster care payments is supplemented by $8.3 million in funds outside the treasury. This includes revenue from Dedicated Children's Accounts, Regional Children's Income Accounts, and Nickel's Testamentary Trust for Jackson County (see SFR Appendix 5, Constitutional, General Revenue Dedicated Accounts, and Funds Outside the Treasury).

Agency Recommended Statutory Changes for Program Improvement

1. The agency did not identify any specific statutory changes that could improve the program's effectiveness.

Enhancement Opportunities

1. According to the agency, additional flexibility in the Title IV-E federal grant would more easily allow them to implement assessment tools and evidence-supported intervention in the foster care process. The Title IV-E waiver provided some flexibility around the types of expenditures for which Title IV-E funds could be used, but the other fiscal restraints prevented the agency from being able to take full advantage of it (see Selected Fiscal and Policy Issue 22, Title IV-E Waiver).

Program: Foster Care Payments

Agency Ranking **6 out of 35**

Challenges to Operation of Program

1. The agency identified that based on historic and consistent feedback from foster care providers, the established rates are not sufficient to provide for the total cost of each child's care. In addition, the agency is seeing more children requiring high needs placements resulting in an increased number of child-specific contracts. Child-specific contracts have increased from $4.3 million in fiscal year 2014 to $6.5 million in fiscal year 2015 and $14.1 million in fiscal year 2016. Expenditures for child-specific contracts are projected to be $21.8 million to $21.9 million in each of fiscal years 2017 to 2019. All child-specific contracts are funded entirely with General Revenue Funds. LBB staff forecasts includes a $7.9 million increase in General Revenue related to child-specific contracts (an increase in the number of contracts offset by a reduction in average cost for each contract).

Funding Alternatives

1. The agency did not provide any additional funding alternatives, despite identifying foster care rates as a challenge for the program.

2. The 2018-19 recommendations are based on LBB forecasts and not the level requested by the agency in the Legislative Appropriations Request.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6g: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Adoption Subsidy Payments

Agency Ranking **7 out of 35**

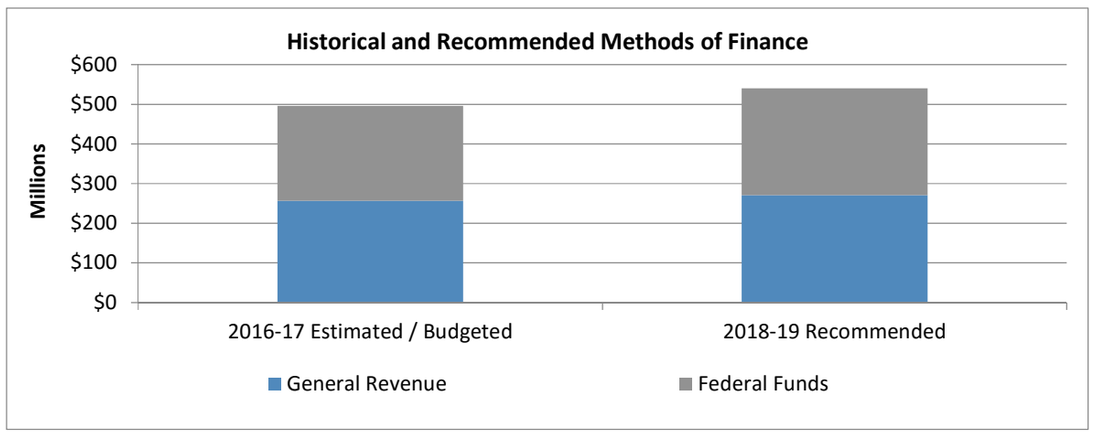
Adoption Subsidy Payments facilitate children to achieve permanency by reducing barriers to adoption for sibling groups, minority children, school age children, and children with disabilities. The monthly subsidies assist families with costs associated with adoption by providing a maximum of $400 a month for children in the basic service level and $545 a month for children in all other service levels.

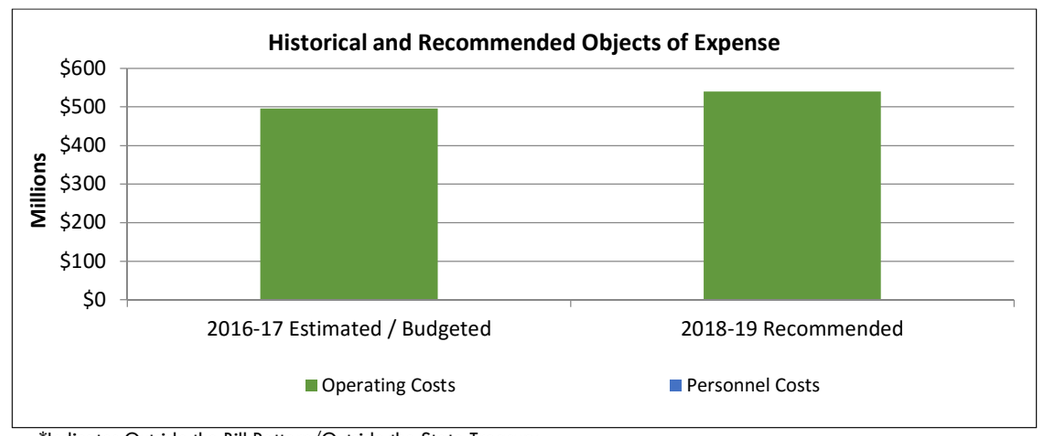
Legal Authority: Family Code, Ch. 162; Human Resources Code, Ch. 40; Social Security Act, Secs. 471(a), 473, and 475(3); and CFR Title 45, Subtitle B, Chapter XIII, Part 1356.

Year Implemented	1995	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Adoption Subsidy Payments	$ 480,936,908	0.0	$ 525,956,461	0.0	97.3%
Non-Recurring Adoption Payments	$ 12,030,307	0.0	$ 12,826,992	0.0	2.4%
Direct Administration	$ 2,871,105	6.0	$ 1,120,827	6.0	0.2%
Health Care Benefit	$ 530,100	0.0	$ 502,200	0.0	0.1%
Total	**$ 496,368,420**	**6.0**	**$ 540,406,480**	**6.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 540,406,480	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 540,406,480***	*100.0%*

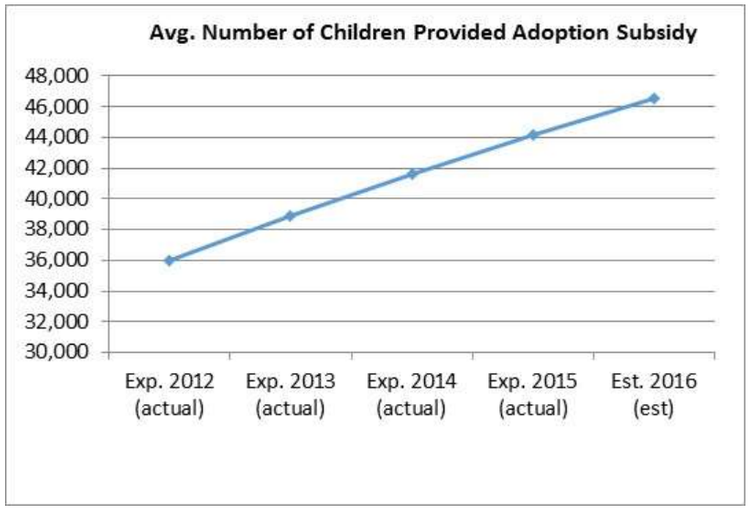




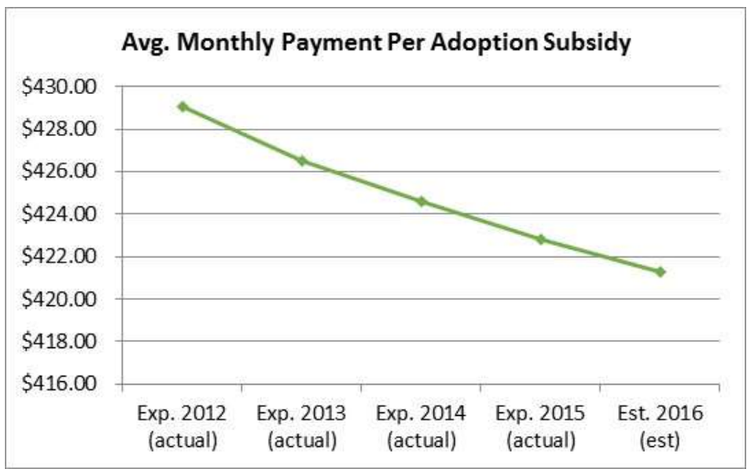
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Adoption Subsidy Payments

Agency Ranking **7 out of 35**



Source: Department of Family and Protective Services



Source: Department of Family and Protective Services

Summary of Program and Activities

The Adoption Subsidy Payments program provides two types of payments to facilitate the adoption of children with special needs: monthly payments to assist in meeting the child's needs and reimbursement for one-time expenses to help families defray the costs of adopting a special needs child. Children for which payments are provided through this program are also eligible for Medicaid health coverage. The Social Security Act requires states to provide adoption assistance to eligible children with special needs formerly in foster care. Federal costs are funded with open-ended Title IV-E entitlement funds. State matching funds are included in accordance with the federal financial participation requirements. Costs not eligible for Title IV-E are funded with General Revenue Funds. Reimbursement for one-time expenses related to completing the adoption process may be up to $1,200 per adoption. Monthly assistance payments are based on the child's special needs and the adoptive family's circumstances. Maximum monthly payments are set by DFPS rule and are either $400, for adoptees needing basic care, or $545, for adoptees needing more intensive care. In fiscal year 2015, the monthly adoption subsidies averaged $423 per month and the average number of children provided adoption subsidies per month was 44,128.

Summary of Recommendations and Fiscal and Policy Issues

1. Adoption subsides are an entitlement program, and 2018-19 recommendations are based on the LBB staff forecast to reflect the projections net impact of increases in total subsides and decreases to average monthly cost.
2. The Eighty-first Legislature, Regular Session, 2009, made some revisions to the program, including: establishing the Permanency Care Assistance Program (see the program summary for this program for more information), extending foster care eligibility to age 21 for certain children, and enhancing adoption assistance for certain adoptees such as those that need specialized or intense service levels.

Recommended Statutory Changes for Program Improvement

1. The agency did not include any recommended statutory changes for this program, but did imply that a statutory change to provide adoption assistance for all adoptions from DFPS may address some ongoing challenges. This is discussed further in the Enhancement Opportunities and Challenges to Operation of Program sections.

Enhancement Opportunities

1. The agency reported that the $400/$545 maximum assistance levels may leave adoptive families struggling to meet the needs of their children, and that the costs associated with treating older adoptees are typically higher than those for younger children. Increasing maximum amounts for older children (the agency did not suggest an age) would help defray those costs associated with older children.

Program: Adoption Subsidy Payments

Agency Ranking **7 out of 35**

2 The agency also reports that in fiscal year 2015, 91.5 percent of the children adopted from DFPS conservatorship received assistance through either Title-IV E or state funding. Families who do not qualify for assistance may then delay their adoption until they can better afford the costs of caring for an adopted child. Such delays may leave a child in a more expensive foster care setting (which has a per month average cost of $1,937). Offering some level of adoption assistance to all DFPS adoptions could expedite permanent placements and decrease the amount of time a child spends in foster care.

Challenges to Operation of Program

1 The agency reports some prospective adoptees have significant needs and/or histories of trauma that the maximum amounts of ongoing assistance (either $400 or $545) may be insufficient to off-set the costs of treatment or therapy. The agency did not elaborate on what sorts of costs may be incurred but not covered by Medicaid.

2 According to the agency, the maximum rates, which are set by DFPS rules, are set regardless of age, even though older children typically have more costs associated with them than younger ones.

Funding Alternatives

1 Despite providing an enhancement opportunity to increase subsidies that would be provided for older children, the agency did not provide a funding alternative for this change.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6h: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Permanency Care Assistance Payments

Agency Ranking **8 out of 35**

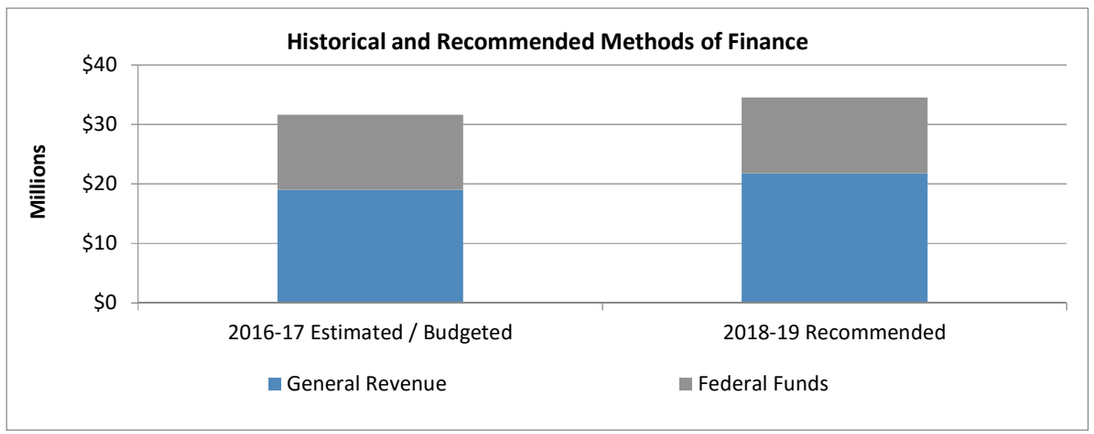
Permanency Care Assistance Payments provide assistance for relatives or other fictive kin care who have obtained permanent managing conservatorship for a child they were caring for as a relative foster parent for at least six consecutive months. The monthly subsidies serve to assist with costs associated with caring for the child by providing a maximum of $400 a month for children in the basic service level and $545 a month for children in all other service levels.

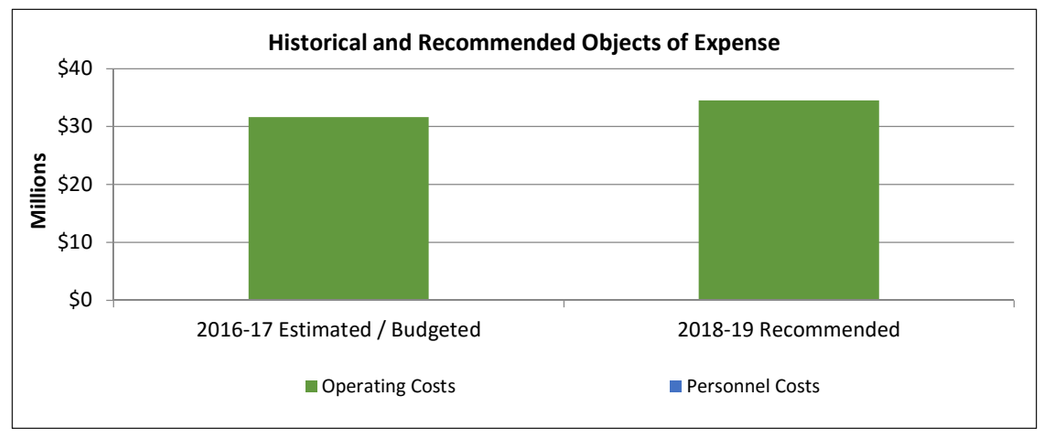
Legal Authority: Family Code, Ch. 264; Texas Administrative Code, Ch. 700; Human Resources Code, Ch. 40; Social Security Act, Secs. 471(a) and 473; and CFR Title 45, Subtitle B, Chapter XIII, Part 1356.

Year Implemented	2009	**Performance and/or**		**Revenue Supported**	No
Authority	Moderate	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Permanency Care Assistance Payments	$ 30,028,501	0.0	$ 34,142,469	0.0	98.9%
Direct Administration	$ 1,536,531	1.0	$ 379,625	1.0	1.1%
Non-Recurring Permanency Care	$ 71,404	0.0	$ -	0.0	0.0%
Total	**$ 31,636,436**	**1.0**	**$ 34,522,094**	**1.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 34,522,094	100%
Funds Outside the State Treasury	$ -	*0.0%*
Total	***$ 34,522,094***	*100.0%*

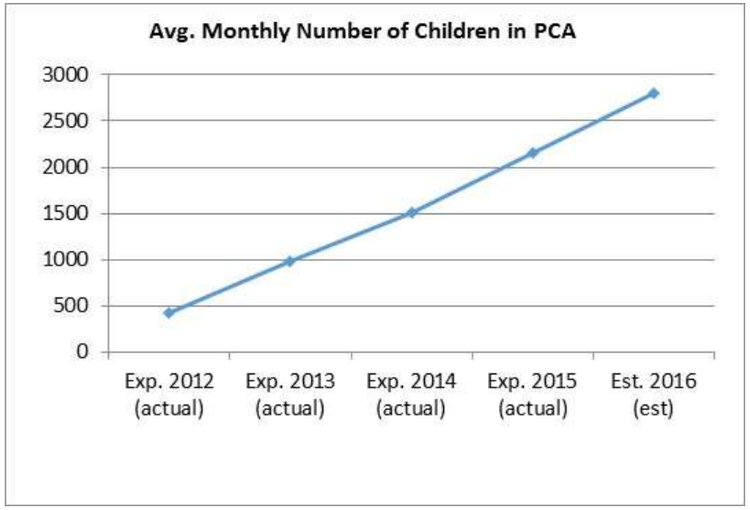




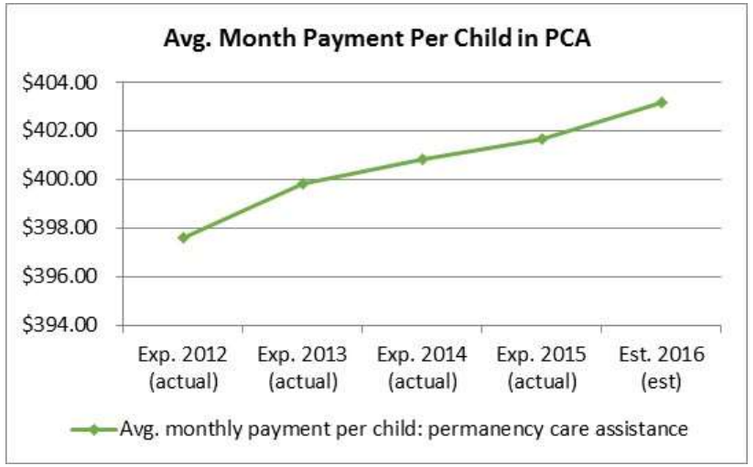
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Permanency Care Assistance Payments

Agency Ranking **8 out of 35**



Source: Department of Family and Protective Resources



Source: Department of Family and Protective Resources

Summary of Program and Activities

Permanency Care Assistance (PCA) Payments support relatives who have obtained permanent managing conservatorship of a child they had been caring for as relative foster parents. The program provides financial support to relative caregivers to offset the costs associated with integrating their relative child into their home and with non-recurring costs associated with obtaining legal guardianship. The Social Security Act requires states to provide adoption assistance to eligible children with special needs formerly in foster care. Permanency Care Assistance was added to the state's adoption assistance efforts by Senate Bill 2080, Eighty-first Legislature, Regular Session, 2009 to support kinship guardians. Federal costs for the program are funded with open-ended Title IV-E entitlement funds.

Statute sets the reimbursement for non-recurring expenses at $2,000 (the Adoption Subsidy Payment program also provides reimbursement for non-recurring costs related to completing the adoption process of up to $1,200). This was set when the program was established in 2009. The amount of monthly support paid to the permanent custodian is negotiated between the custodian and DFPS and is based on the child's service level and any other benefits or support that may be designated for the child. Administrative rule limits recurring payment amounts to either $400, for children needing basic care, or $545, for children needing more intensive care. Children for which payments are provided through this program are also eligible for Medicaid health coverage. Children in kinship placements have fewer placement disruptions, shorter stays in substitute care, and better outcomes compared with children in traditional, paid foster care. Monthly support payments are equivalent those offered as adoption subsidies and are less expensive than traditional paid foster care settings (which averages $1,937 per month).

Summary of Recommendations and Fiscal and Policy Issues

1. Permanency care assistance payments are an entitlement program, and the 2018-19 recommendations are based on the LBB staff forecast to reflect projected caseload growth while accounting for statutory limitations beginning fiscal year 2018.

2. The PCA program is set to expire on August 31, 2017 in accordance with Texas Family Code, Section 264.857. After that, the department may not enter into new permanency care assistance agreements but shall continue making payments under existing ones.

Recommended Statutory Changes for Program Improvement

1. The agency recommended amending statute to allow DFPS to continue entering into PCA agreements with relatives of children in foster care after August 31, 2017. Based on LBB forecasts it would cost $5.2 million in General Revenue and $8.1 million in All Funds above the 2018-19 recommendations to continue these agreements.

Program: Permanency Care Assistance Payments

Agency Ranking **8 out of 35**

Enhancement Opportunities

1 None identified by the agency, but the statutory change above would require additional funding above recommendations for the 2018-19 biennium.

Challenges to Operation of Program

1 The agency reported federal costs are funded with open-ended Title IV-E entitlement funds and that declining Title IV-E rates may increase the program's reliance on General Revenue.

Funding Alternatives

1 While the agency recommended continuing the program, it did not provide any other funding alternatives for this program.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6i: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Nurse Family Partnership

Agency Ranking **9 out of 35**

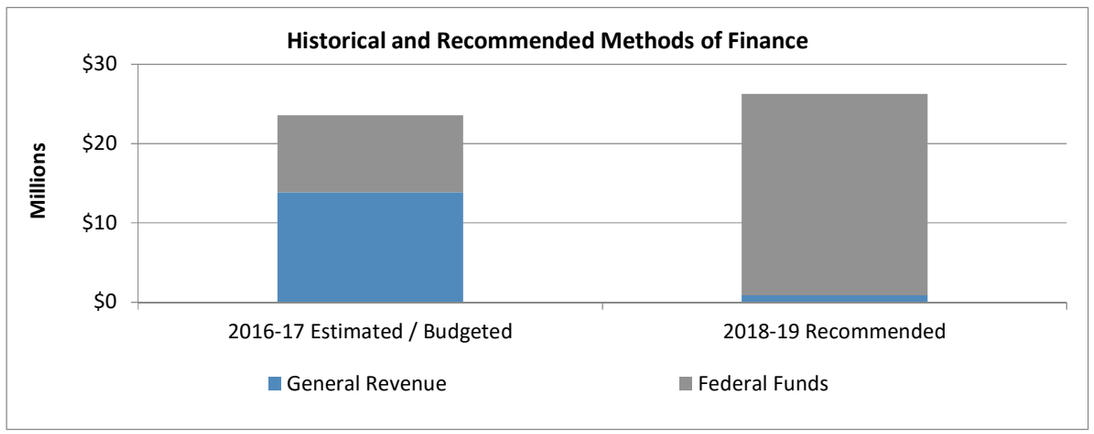
The Nurse Family Partnership is a voluntary, evidence-based home visitation program that pairs registered nurses with low-income, first-time mothers to improve prenatal care and provide one-on-one child development education and counseling. Services are designed to improve pregnancy outcomes, child health and development outcomes, family self-sufficiency, and to reduce child abuse and neglect. Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, this program transferred from the Health and Human Services Commission (HHSC) in fiscal year 2016.

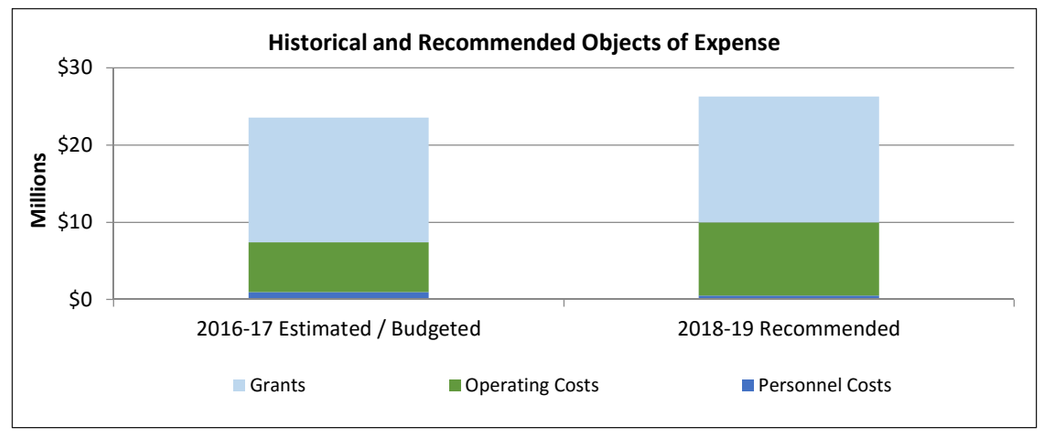
Legal Authority: Texas Government Code, Sec. 531.651-660.

Year Implemented	2008	**Performance and/or Operational Issues**	Yes	**Revenue Supported**	No
Authority	Strong			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**Outsourced Services**	No		
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Nurse Family Partnership	$ 20,452,120	0.0	$ 24,531,098	0.0	93.3%
Direct Administration	$ 3,097,054	9.7	$ 1,749,926	9.7	6.7%
Total	**$ 23,549,174**	**9.7**	**$ 26,281,024**	**9.7**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 26,281,024	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 26,281,024***	*100.0%*

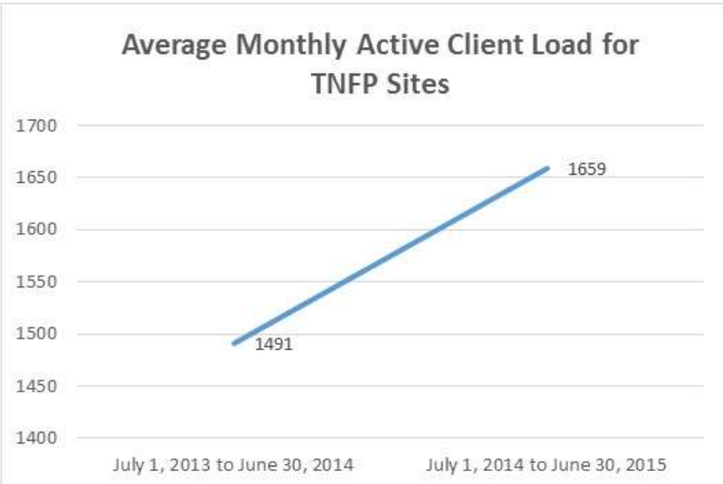


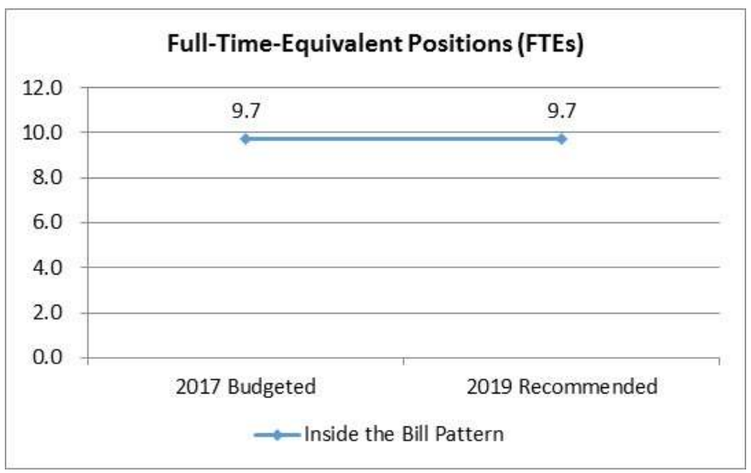


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Nurse Family Partnership

Agency Ranking **9 out of 35**





Summary of Program and Activities

This program transferred from HHSC in fiscal year 2016. DFPS awards competitive grants to public or private entities to operate Texas Nurse Family Partnership (TNFP) programs. To achieve program goals, Bachelor's prepared registered nurses regularly visit the homes of low-income, first-time mothers to provide education about prenatal health and good parenting practices, assistance locating resources and setting life development goals, and healthcare advice. Nurses partner with mothers no later than the 28th week of pregnancy and continue to visit the families until the child is two years old. A woman can voluntarily receive help through this program if she does not have other children, meets the income level at or below 185 percent of the federal poverty level, and is a Texas resident.

There are currently 21 entities implementing TNFP programs across 25 counties. Fourteen of the entities are supported in full or in part with General Revenue Funds or TANF Funds while the remaining seven are supported with funds from the federal Maternal, Infant, and Early Childhood Home Visiting program. Grantees are required to fund 10.0 percent of the program cost.

As a condition of their funding, TNFP grantees are required to adhere to model standards developed by the Nurse Family Partnership (NFP) National Service Office, the national nonprofit organization that oversees implementation of the NFP model. During the most recent evaluation reporting period (July 1, 2014 through June 30, 2015), the TNFP grantees met all of the 18 NFP model standards covering 7 areas of implementation except for a few sites only partially meeting standard 14, relating to nurse supervision.

Summary of Recommendations and Fiscal and Policy Issues

1. Section 531.659 of the Texas Government Code requires HHSC to prepare and submit an annual report regarding the performance of each TNFP grant recipient during the preceding state fiscal year. However, these reports do not include data on whether TNFP is meeting its four program goals, but such data was provided upon request. Also, the agency did not report any performance measures for this program.

2. During the most recent evaluation reporting period (July 1, 2014 through June 30, 2015), the average monthly active client load for TNFP sites was 1,659 clients. The average monthly active client load ranged from 66.0 percent of the site's client capacity to 96.0 percent. According to state agency TNFP staff, the maximum capacity was not reached for a number of reasons, including staff turnover and staff medical issues.

Program: Nurse Family Partnership

Agency Ranking **9 out of 35**

Recommended Statutory Changes for Program Improvement

1. According to the agency, there are statutory requirements that limit the agency's flexibility in delivering the program according to national model requirements in the areas of caseload size and nurse credentials. The agency recommends broadening statutory language to allow the agency to better follow national model requirements and make changes based on evaluations. The agency provides examples of statutory requirements that do not factor in changes to the national model, including requirements for visits having to occur in the home, for adhering solely to original evaluation design, and for caseload size.

Enhancement Opportunities

1. According to the last TNFP evaluation report (December 2015), program staff are working with sites to address caseload through a variety of strategies including staff retention, strengthening referral networks, increasing the percent of women who enroll out of those who are referred to the program, and increasing client retention in each phase. These strategies include methods to retain clients when nurse home visitors leave, including anticipating medical leave and turnover, assessing which nurse on the team would be the best fit for the client before transferring, and implementing soft transfers where the original nurse and the replacement nurse have one or more joint visits with the client before the original nurse leaves.

Challenges to Operation of Program

1. According to the agency, the ability to share information with the Department of State Health Services and Medicaid would allow for more accurate cost-benefit and cost-per-family estimates and analysis, but the agency indicates that the specific requirements for contracting and data sharing between DSHS and DFPS around Medicaid are not explicitly clarified. The agency also cites challenges with identifying qualified staff in more rural areas.
2. During fiscal year 2015, there was an unusually high number of staff on medical leave concurrently and an increase in staff turnover, both of which resulted in overall decreases in numbers of clients served. Maximum client loads have also decreased at some sites due to increased staffing costs which have resulted in some grantees choosing not to fill staff vacancies. When nurse home visitors leave the TNFP program, some of their clients leave the program as well. In addition, new staff build their caseload up to 25 clients over a 9 to 12-month period of time, so they are under capacity for most of their first year.

Funding Alternatives

1. None provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6j: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Services to At-Risk Youth (STAR)

Agency Ranking **10 out of 35**

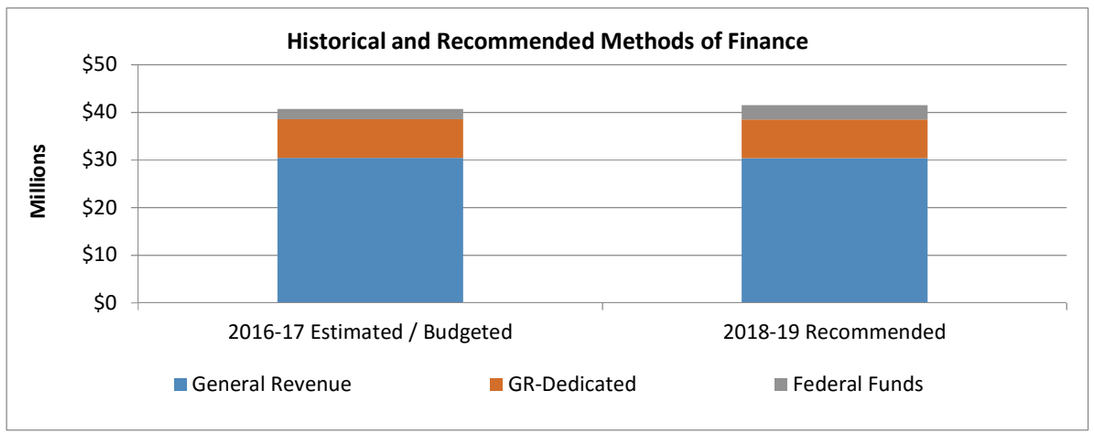
The STAR program serves youth under the age of 18 who are runaways, truants, and/or living in family conflict; youth under the age of 9 who have allegedly been involved in or committed delinquent offenses; and youths aged 10 to 16 who have allegedly committed misdemeanor or state jail felony offenses but have not been adjudicated delinquent by a court. Services must include 1) family crisis intervention counseling; 2) short-term emergency residential care; and 3) individual and family counseling.

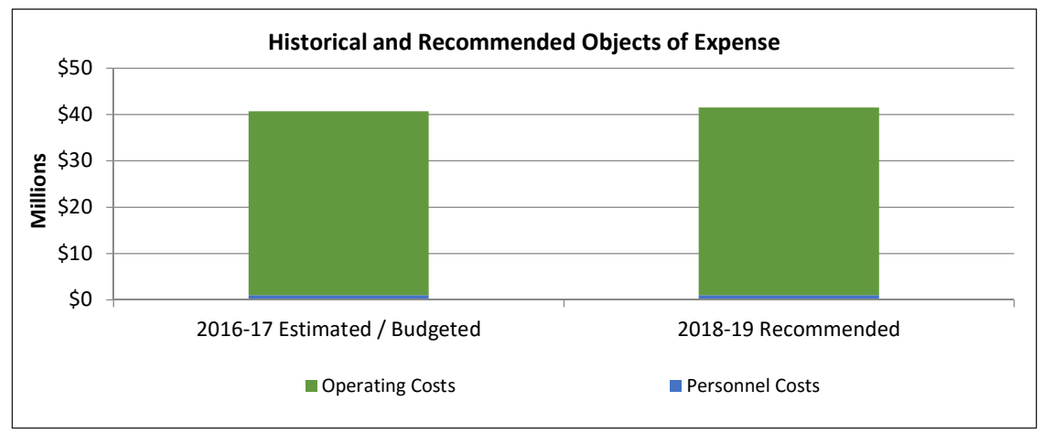
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40; Social Security Act, Secs. 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	1995	**Performance and/or Operational Issues**	No	**Revenue Supported**	Yes
Authority	Moderate			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	Compliant
Centrality	Moderate	**Outsourced Services**	Partial		
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Services to At-Risk Youth (STAR)	$ 38,689,572	0.0	$ 38,689,570	0.0	93.1%
Direct Administration	$ 2,010,323	8.5	$ 2,870,360	8.5	6.9%
Total	**$ 40,699,895**	**8.5**	**$ 41,559,930**	**8.5**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 41,559,930	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 41,559,930***	*100.0%*

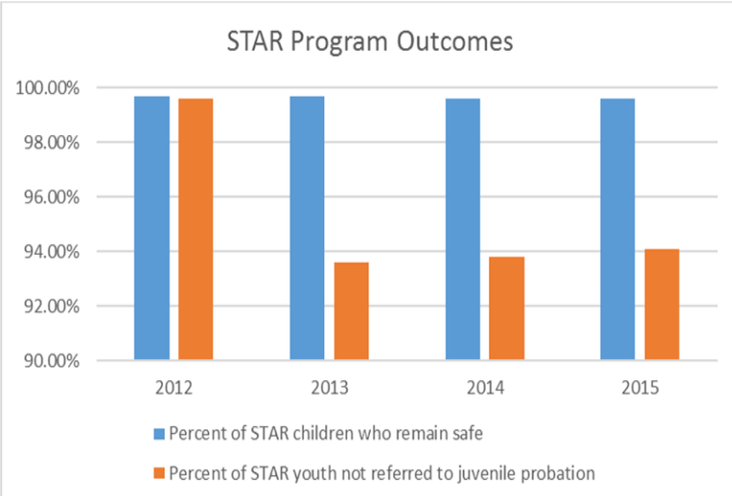




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Services to At-Risk Youth (STAR)

Agency Ranking **10 out of 35**



Source: 2015 Annual Report & Data Book, DFPS

Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

The STAR program is a Prevention and Early Intervention (PEI) program that contracts with community agencies to offer crisis intervention, temporary emergency shelter, and counseling services. STAR services are available in all counties. Each contractor also provides universal child abuse prevention services ranging from local media campaigns to information brochures and parenting classes.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency tracks certain outcome indicators for STAR as shown in the charts on this page, and reports that it is working with Texas A&M University to assess outcomes for STAR, as required by statute for all PEI programs.

Recommended Statutory Changes for Program Improvement

1 Currently, the STAR program's statutory authority is outlined in Subchapter D, Chapter 264 of the Family Code. According to the agency, it would be beneficial to move this to Chapter 265 of the Family Code with other prevention and early intervention programs.

Enhancement Opportunities

1 According to the agency, enhancement opportunities include an increase in evidence-based and outcome driven programming and piloting a regional lead agency model to increase efficiency by decreasing the number of contracts to be monitored and managed.

Challenges to Operation of Program

1 None identified by the agency.

Funding Alternatives

1 None provided by the agency. Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $3.9 million in General Revenue Funds and increase services provided by contractors in all counties, potentially affecting 991 families per month. Decreasing funding would result in a savings of approximately $3.9 million in General Revenue Funds and would result in a cut in services in all counties or some counties no longer receiving services, potentially affecting 991 families per month.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6k: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Project Healthy Outcomes through Prevention and Early Support (HOPES)

Agency Ranking **11 out of 35**

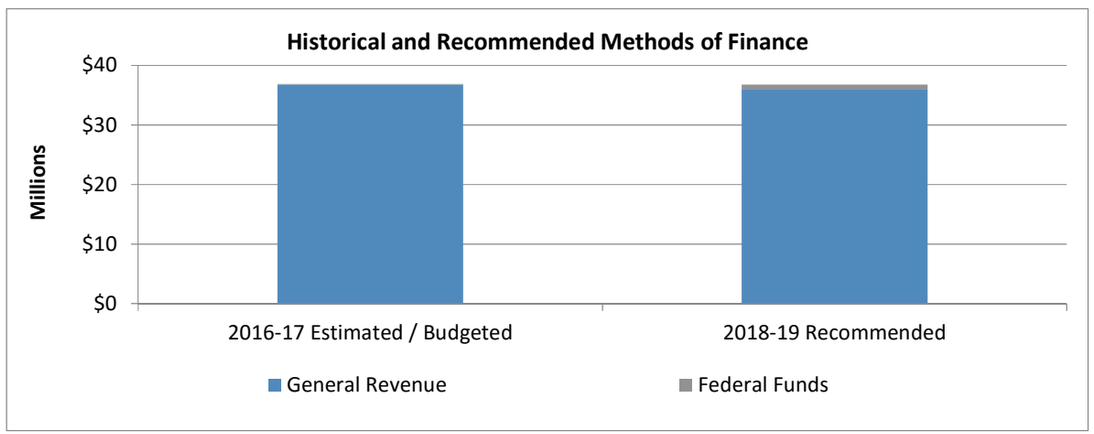
The HOPES program seeks to strengthen families and increase youth resiliency through local collaborations. The community-based organizations provide child abuse and neglect prevention programs for families of children ages 0-5 who are at-risk for abuse and neglect. Counties participating in the HOPES program were chosen based on a matrix of indices that included the rate of substance abuse, domestic violence, child poverty, child fatality, and teen pregnancies, and currently include Travis, Cameron, Gregg, Hidalgo, El Paso, Potter, Webb, Ector, Dallas, Harris, Jefferson, Lubbock, Nueces, Taylor, Wichita, and McLennan counties.

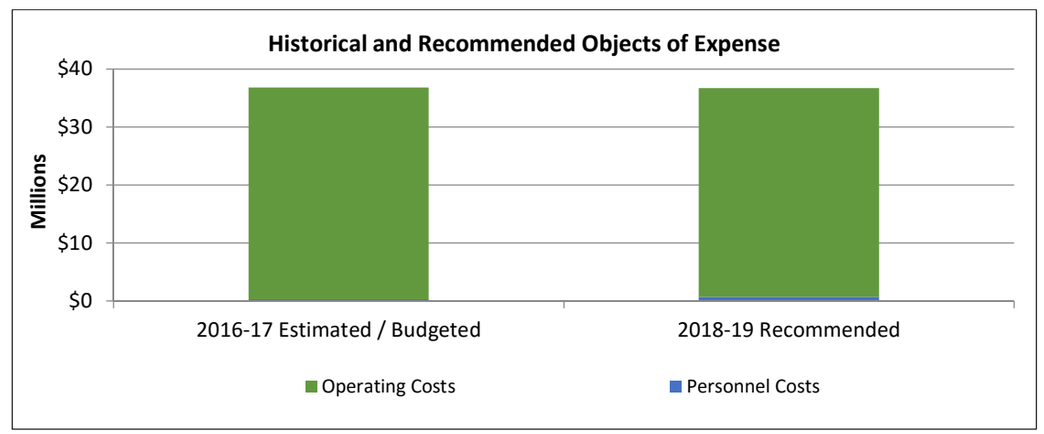
Legal Authority: Texas Family Code, Ch. 264-5; Texas Human Resources Code, Ch. 40; Social Security Act, Section 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	2014	**Performance and/or**		**Revenue Supported**	No
Authority	Moderate	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Project HOPES	$ 35,811,114	0.0	$ 34,992,370	0.0	95.2%
Direct Administration	$ 1,057,094	2.5	$ 1,763,906	2.5	4.8%
Total	**$ 36,868,208**	**2.5**	**$ 36,756,276**	**2.5**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 36,756,276	100%
Funds Outside the State Treasury	$ -	*0.0%*
Total	***$ 36,756,276***	*100.0%*

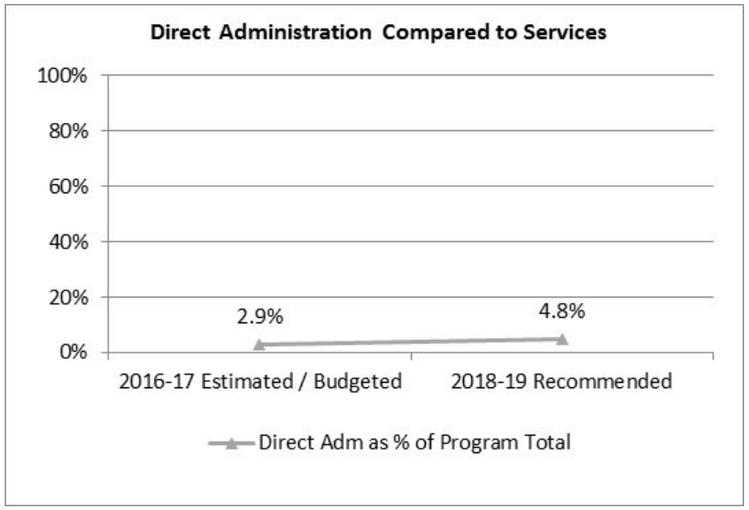


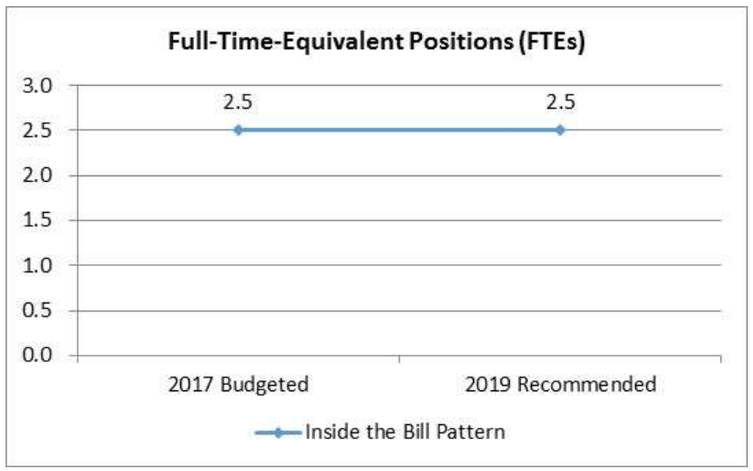


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Project Healthy Outcomes through Prevention and Early Support (HOPES)

Agency Ranking **11 out of 35**





Summary of Program and Activities

HOPES is a Prevention and Early Intervention (PEI) program that aims to increase protective factors in families, including building the qualities, skills, or strategies that help people parent effectively even under stress to reduce the risk of abuse or neglect. Contracted services include a home-visiting program component as well as other services that meet the needs of the target county and include collaborations among child welfare, early childhood education, and other child and family services. The first round of HOPES provided grants to serve eight Texas communities. Since HOPES first began serving families in fiscal year 2015, it has expanded to serve an additional eight counties due to increased funding. HOPES has three phases known as HOPES I, HOPES II, and HOPES III and will include 24 counties by the end of fiscal year 2016. DFPS reported serving 1,371 families during fiscal year 2015.

As of fiscal year 2015, HOPES spending represented 17.0 percent of total contracted PEI spending at DFPS. DFPS reports that the percent of HOPES children who remained safe was 99.7 percent in fiscal year 2015 (although it is not clear over what time period).

Summary of Recommendations and Fiscal and Policy Issues

1 The agency did not report any performance measures for this program. The Child and Family Research Institute (CFRI) at the University of Texas at Austin School of Social Work is evaluating the effectiveness of HOPES. According to CFRI, the HOPES evaluation will include: 1) literature review and additional research on child maltreatment prevention; 2) technical assistance and development of training materials; and 3) data collection in partnership with HOPES sites, including fidelity tracking, surveys, stakeholder interviews, and data analysis. As of January 25, 2017, DFPS has not yet submitted this report to the LBB.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 According to the agency, additional resources would allow for the expansion of HOPES to additional at-risk Texas counties.

Challenges to Operation of Program

1 The agency indicated creating a stable process for community ownership as a challenge for the program. HOPES depends on cooperation and collaboration from other youth and family serving agencies. The quality and availability of service providers in funded communities impacts program outcomes.

Program: Project Healthy Outcomes through Prevention and Early Support (HOPES)

Agency Ranking **11 out of 35**

Funding Alternatives

1 None provided by the agency. Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $3.6 million in General Revenue Funds and increase funding for existing contracts or add additional communities, both of which would increase services to families. Decreasing funding would result in a savings of approximately $3.6 million in General Revenue Funds and either require local communities currently receiving funds through this program to make up the difference or reduce services to families.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6l: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Texas Home Visiting Program

Agency Ranking **12 out of 35**

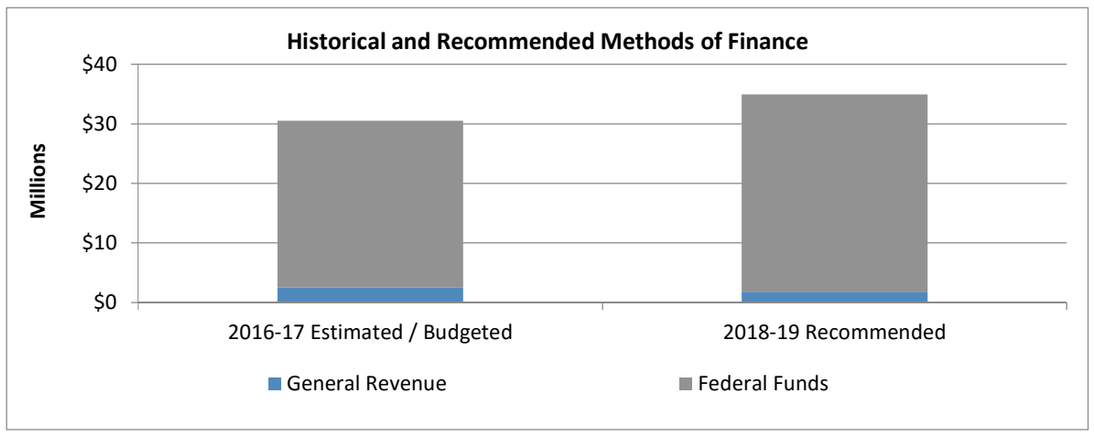
The Texas Home Visiting program provides evidence-based home visiting services in targeted communities across Texas; and contributes to the development of a comprehensive early childhood system that promotes maternal, infant, and early childhood health, safety, and development, and strong parent-child relationships. Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, this program transferred from the Health and Human Services Commission (HHSC) in fiscal year 2016.

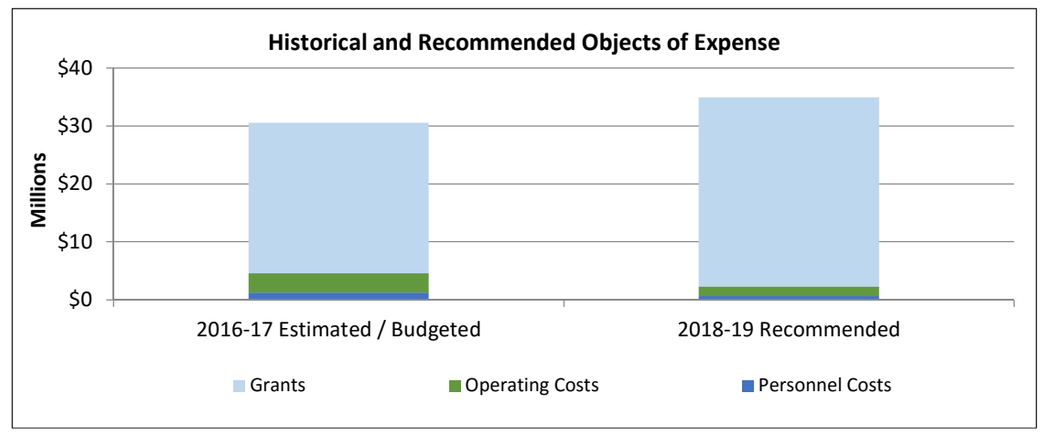
Legal Authority: Texas Government Code, Sec. 531.981, 531.983-4, and 531.986; and Social Security Act, Title V, Sec. 511(c).

Year Implemented	2011	**Performance and/or Operational Issues**	Yes	**Revenue Supported**	No
Authority	Strong			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**Outsourced Services**	N/A		
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Texas Home Visiting Program	$ 26,505,514	0.0	$ 32,655,572	0.0	93.4%
Direct Administration	$ 4,049,187	12.7	$ 2,305,462	12.7	6.6%
Total	**$ 30,554,701**	**12.7**	**$ 34,961,034**	**12.7**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 34,961,034	100%
Funds Outside the State Treasury	$ -	*0.0%*
Total	***$ 34,961,034***	*100.0%*

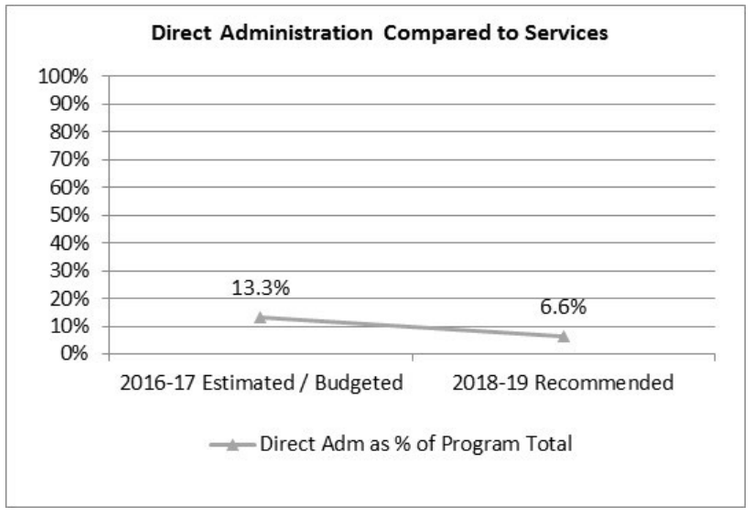


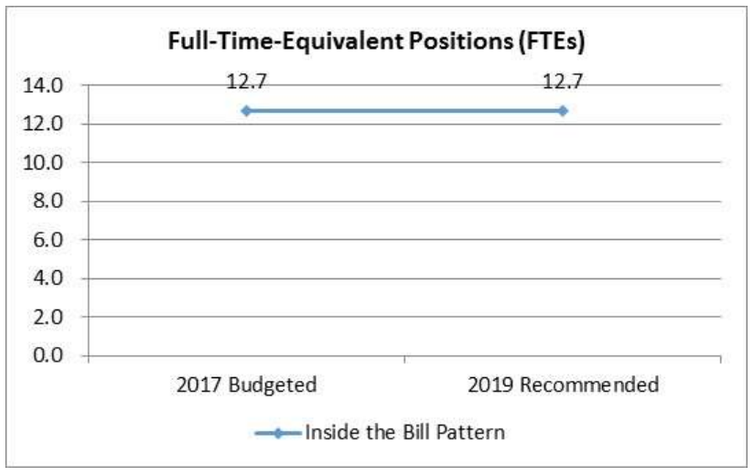


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Texas Home Visiting Program

Agency Ranking **12 out of 35**





Summary of Program and Activities

THVP is a DFPS Prevention and Early Intervention (PEI) program. This is a voluntary program through which early childhood and health professionals regularly visit the homes of at-risk pregnant women or families with children under the age of six. THVP includes both the provision of evidence-based home visiting services and coordination of community coalitions to enhance outcomes for children and families. The primary goals of the program are improvements in maternal and child health, and improvements in school readiness and achievement. The program helps ensure young children are ready to succeed in kindergarten, improves education and employment outcomes for families, and promotes health and safety in the home.

THVP is funded with General Revenue Funds and U.S. Department of Health and Human Services Health Resources and Services Administration's (HRSA) Maternal, Infant, and Early Childhood Home Visiting Program grants. Also in 2013, the Legislature established the Texas Home Visiting Program Trust Fund outside the treasury, to which individuals may voluntarily make a $5.00 donation when applying for a marriage license or requesting a copy or certified copy of a birth, marriage or divorce record.

Nine communities receive funding and support to implement this program. The number of clients served by THVP in fiscal year 2015 was 4,425. To best meet localized needs, each community implements a unique combination of the four home visiting program models:

- Early Head Start-Home-Based Option (EHS-HB),
- Home Instruction for Parents of Preschool Youngsters (HIPPY),
- Nurse Family Partnership (NFP), and
- Parents as Teachers (PAT).

Summary of Recommendations and Fiscal and Policy Issues

1 The agency did not report any performance measures for this program with the initial submission, but performance data was provided upon request. The agency and HRSA is monitoring improvement among families who participate in the THVP across the six benchmark areas determined by HRSA. The benchmarks are intended to serve as guidelines to monitor implementation and to evaluate whether THVP is reaching its expected outcomes. The six benchmark areas are: 1) maternal and newborn health, 2) child injury and maltreatment, 3) school readiness and achievement, 4) domestic violence, 5) family self-sufficiency, and 6) coordination and referrals for other community resources and supports. THVP showed improvements in at least two measures within each of the benchmark areas in fiscal year 2014. The agency indicates that the Child and Family Research Partnership (CFRP) at the LBJ School of Public Affairs at the University of Texas at Austin is conducting an ongoing evaluation of THVP and that reports will be completed in December 2016. National data compiled by CFRP shows that the short and long-term benefits of home visiting programs largely outweigh the overall costs incurred from implementation.

Program: Texas Home Visiting Program

Agency Ranking **12 out of 35**

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency.

Challenges to Operation of Program

1 The agency cites challenges with creating a stable process for community ownership.

Funding Alternatives

1 None provided by the agency.

2 LBB staff identified that the Texas Home Visiting Program Trust, a fund outside the treasury, had a cash balance of $90.0 million at the end of fiscal year 2016 (see SFR Appendix 5) . LBB staff are continuing to determine whether and how these funds could be applied to the program. The agency indicates that the trust fund has not been used to support this program, but there have been efforts to increase the funds in the trust fund. As part of the PEI five year strategic plan, PEI will explore ways to increase and utilize this funding.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6m: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Indirect Administration

Agency Ranking **13 out of 35**

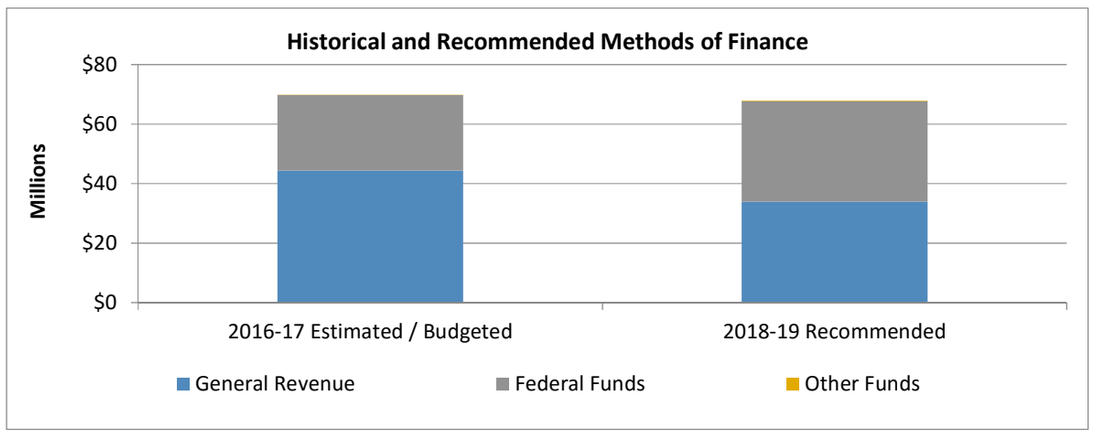
Indirect administration includes the agency's costs for functions that benefit all programs such as 1) executive management; 2) public information; 3) planning and policy development; 4) general counsel and other legal services not directly related to program implementation or enforcement; 5) accounting, budget, and financial reporting; 6) staff development; and 7) internal audits.

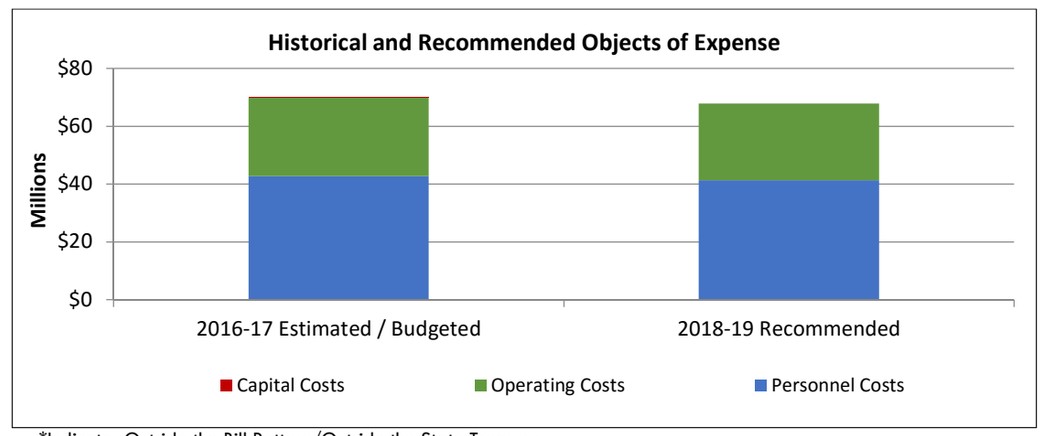
Legal Authority: Family Code, Ch. 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 422, 432, and 471; and 45 CFR 1355.

Year Implemented	1939	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	N/A			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	N/A	**Outsourced Services**	N/A		
Service Area	Statewide	**State Service(s)**	State Government Administration & Support		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Central Administration	$ 37,852,155	236.8	$ 37,841,172	236.8	55.7%
Other Support Services	$ 19,126,380	135.0	$ 20,019,409	135.0	29.5%
Direct Administration	$ 11,125,171	2.0	$ 8,190,282	2.0	12.1%
Regional Administration	$ 1,732,772	5.0	$ 1,854,098	5.0	2.7%
Total	**$ 69,836,478**	**378.8**	**$ 67,904,961**	**378.8**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 67,904,961	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 67,904,961***	*100.0%*

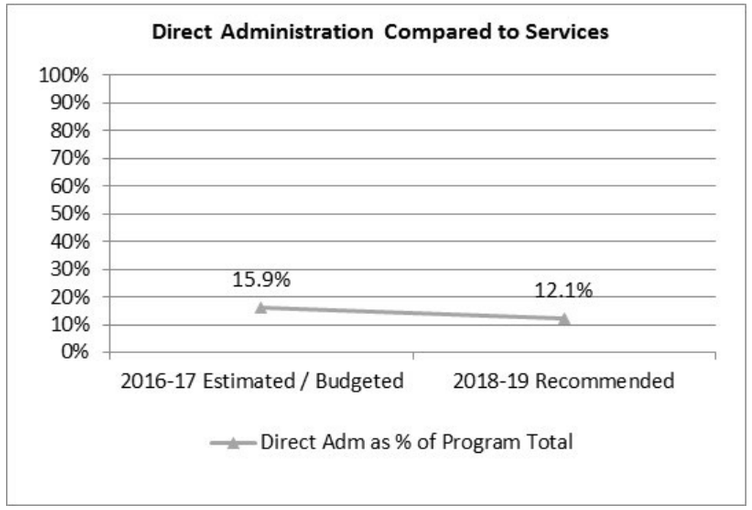


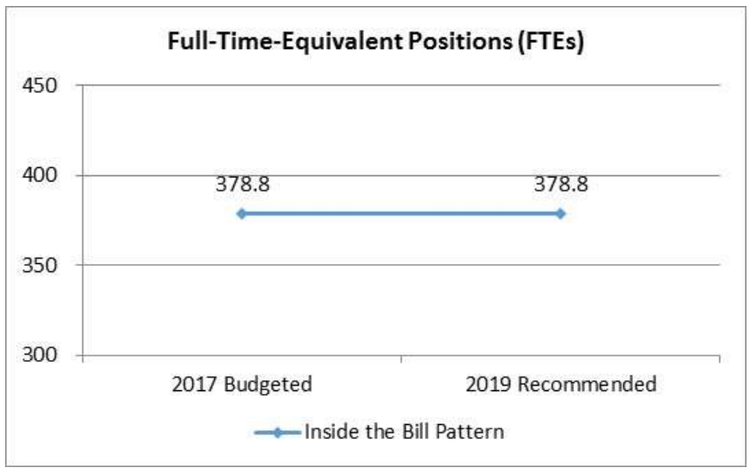


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Indirect Administration

Agency Ranking **13 out of 35**





Summary of Program and Activities

Indirect administration includes functions that support all programs including executive management; public information; planning and policy development; general counsel and other legal services not directly related to program implementation or enforcement; accounting, budget, and financial reporting; staff development; and internal audits, and coordination of activities relating to regional and state office lease space. DFPS employs more than 11,400 direct delivery and support staff in 268 regional offices statewide. Indirect administration, which includes 448.0 FTEs, supports regional staff to ensure direct delivery staff have sufficient operational supports to carry out responsibilities.

Summary of Recommendations and Fiscal and Policy Issues

1 Recommendations for the 2018-19 biennium include an increase of $3.8 million in All Funds as compared to the LBB 2016-17 adjusted base due to a re-alignment of administrative and support costs. The re-alignment reflects the agency's current indirect cost allocation methodology. As a result, funding from other strategies are shifted to indirect administration. The re-alignment also changes General Revenue and Federal Funds method of financing amounts within this program.

There are no performance measures associated with Indirect Administration. However, recommendations from various oversight entities require significant improvement in indirection administration functions. Areas for improvement include better training and mentoring, improved human resources support, effective employee performance polices, and strategic planning.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 According to the agency, large scale improvements in direct services such as child protective services and foster care will necessarily require enhancements in administrative and support functions. These include improvements in regional administration and office leasing, human resources and training, and management functions that support system-wide improvements. Before increasing funding for indirect administration, LBB recommends a review by the agency on the new operational structure and improvements to controls.

Challenges to Operation of Program

1 None identified by the agency. LBB identified that the effectiveness of indirect administration functions will need to improve to manage the significant challenges that currently exist, and those stemming from legislative requirements for future improvements in mission critical programs such as child protective services and foster care. Also, the Health and Human Services System Transformation efforts will impact administrative functions.

Funding Alternatives

1 The agency did not provide any additional funding alternatives.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6n: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Information Technology Program Support

Agency Ranking **14 out of 35**

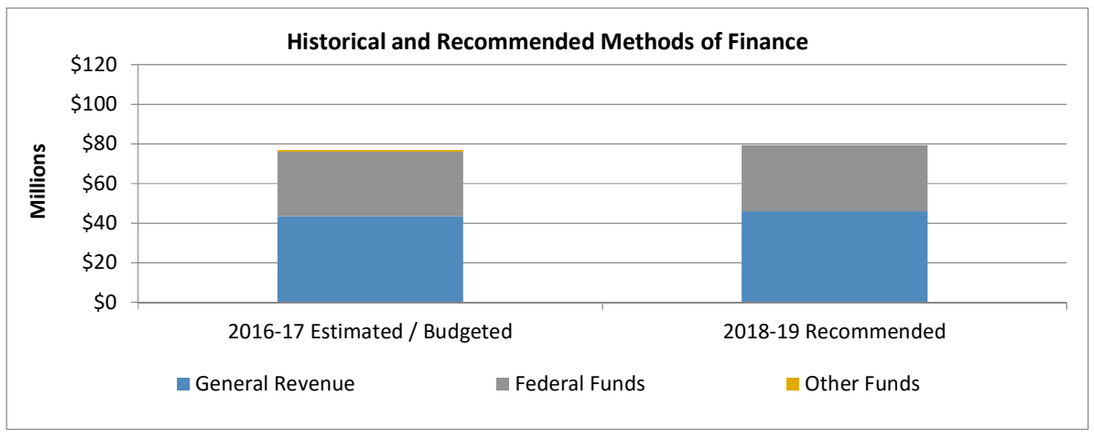
Information Technology Program Support is responsible for meeting the major on-going operational needs of the agency including 1) application support; 2) maintenance of the statewide systems and telecommunications; 3) Information Technology planning and acquisition, contract management and budget tracking; and 4) information systems security.

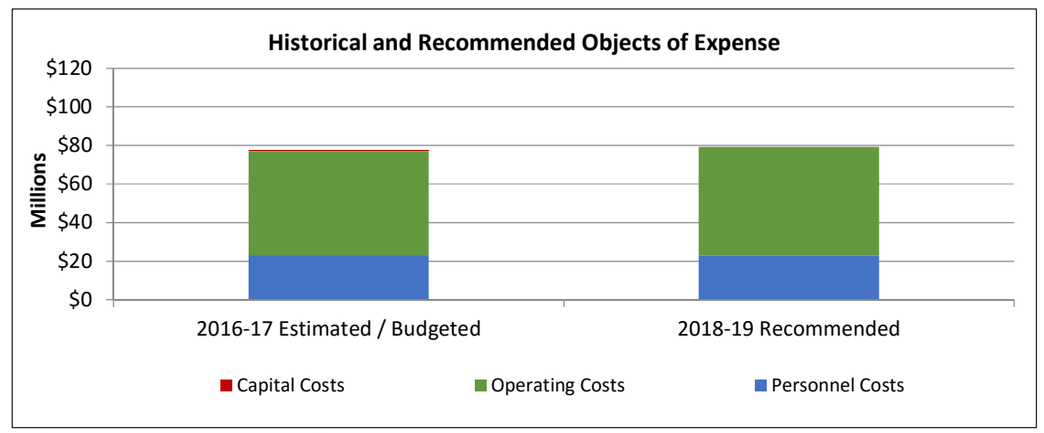
Legal Authority: Family Code, Ch. 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 422, 432, and 471; and 45 CFR 1355.

Year Implemented	2005	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	N/A			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	N/A	**Outsourced Services**	N/A		
Service Area	Statewide	**State Service(s)**	State Government Administration & Support		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Other IT Operations and Support	$ 35,178,930	0.0	$ 37,892,238	0.0	47.7%
Central Automation Support (Staffing)	$ 17,010,931	110.0	$ 19,093,094	110.0	24.1%
Outsourced Desktop Services	$ 13,677,643	0.0	$ 13,862,074	0.0	17.5%
Regional Automation Support	$ 9,457,803	77.3	$ 7,592,986	77.3	9.6%
All Other Activities	$ 1,840,384	2.1	$ 948,253	2.1	1.2%
Total	**$ 77,165,691**	**189.4**	**$ 79,388,645**	**189.4**	100.0%

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 79,388,645	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 79,388,645***	*100.0%*

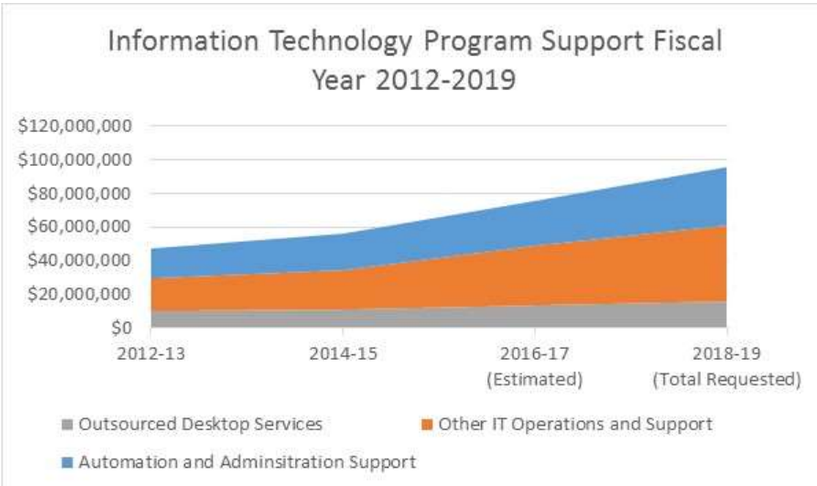


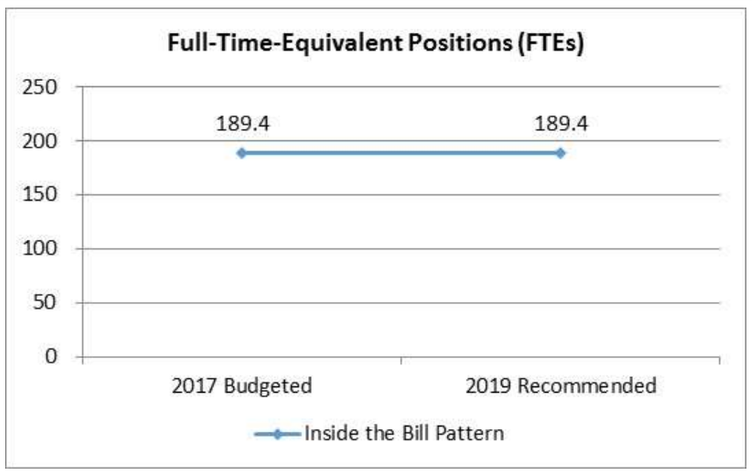


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Information Technology Program Support

Agency Ranking **14 out of 35**





Summary of Program and Activities

Information Technology (IT) Program Support encompasses a variety of predominately indirect administrative services to support staff and to perform the required oversight, accountability, and reporting aspects of the agency. This program includes: Application support for Information Management Protecting Adults and Children in Texas (IMPACT), Child-Care Licensing Automation Support System (CLASS), e-Reports, and other business applications; maintenance of the statewide systems, telecommunications and the 24 hour Statewide Intake call center; IT planning and acquisition, contract management and budget tracking; and security related to information systems. Specific performance measures related to this program are not available as the program is typically a component of a larger program or initiative at the agency.

Summary of Recommendations and Fiscal and Policy Issues

1 The Sunset Advisory Commission 2015 Report and CPS Operational Review by the Stephen Group identified a number of issues and recommendations directly and indirectly related to the IT Program Support Function. Examples of these include maximizing opportunities to use better data to manage operations and measure performance, aligning technology changes with impending operational changes, and increasing emphasis on Human Services Technicians and Administrative support to reduce workloads of DFPS staff. DFPS created the CPS Small Group and is continuing to implement Transformation initiatives relating to both Sunset and TSG recommendations. To date, not all findings have been fully addressed.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency.

Challenges to Operation of Program

1 According to the agency, demands placed on IT program support will increase as the number of staff, caseload, and use of technology increases.

Funding Alternatives

1 None provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6o: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Relative Caregiver Monetary Assistance Payments

Agency Ranking 15 out of 35

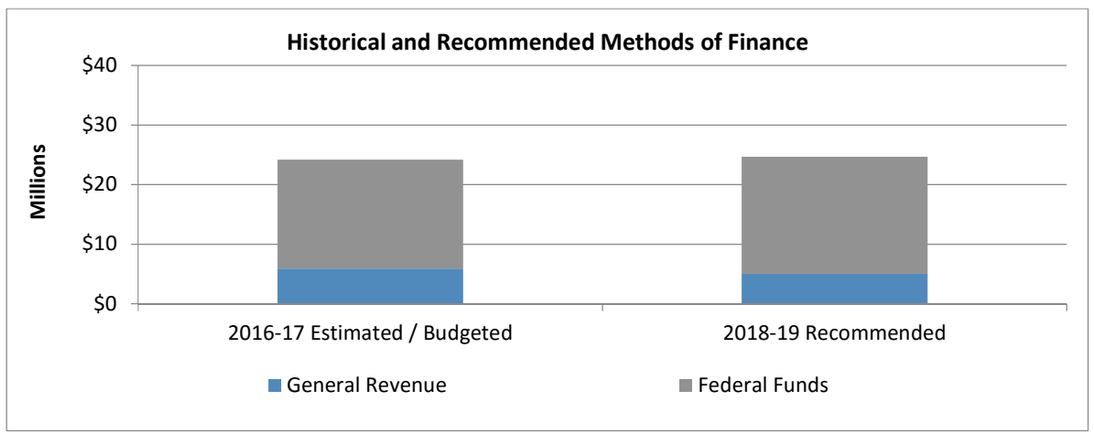
The Relative Caregiver Monetary Assistance Payments program provides financial assistance to encourage and support relative and kinship placements once a child has been removed from the home. Relative and kinship caregivers receive a $500 annual reimbursement per child for child-related expenses along with a $1,000 integration payment for each child singly placed or for the first child in any sibling group along with a one-time payment of $495 for each additional sibling in the placement for essential items needed at the time of the child's placement.

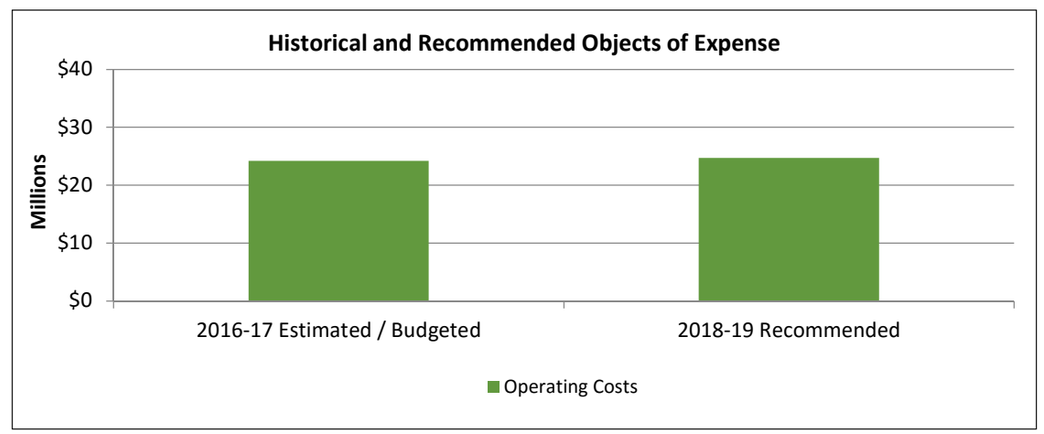
Legal Authority: Family Code, Sec 264.755; Human Resources Code, Ch. 40.

Year Implemented	2005	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Relative/Other Designated Caregiver	$ 24,198,340	0.0	$ 24,708,910	0.0	100.0%
Direct Administration	$ -	0.0	$ -	0.0	0.0%
Total	**$ 24,198,340**	**0.0**	**$ 24,708,910**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 24,708,910	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 24,708,910***	*100.0%*

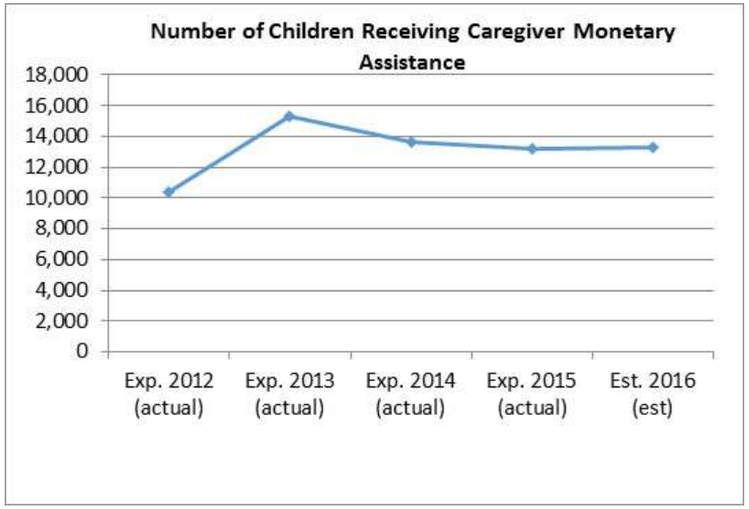




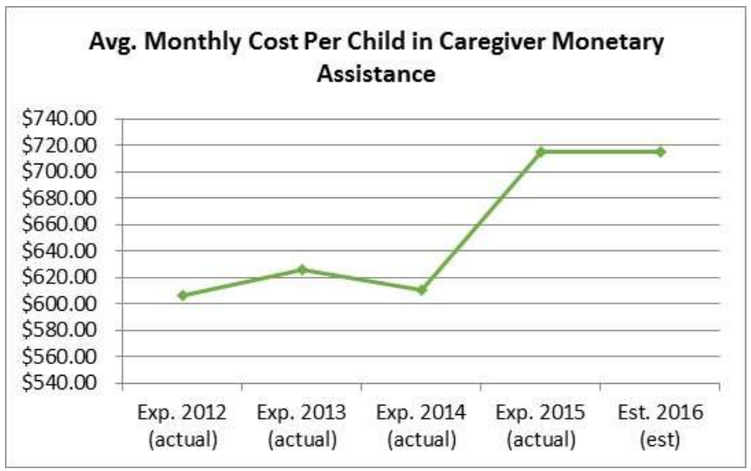
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Relative Caregiver Monetary Assistance Payments

Agency Ranking **15 out of 35**



Source: Department of Family and Protective Services



Source: Department of Family and Protective Services

Summary of Program and Activities

This program provides payments to relatives and other designated caregivers (known as kinship caregivers) for children in DFPS conservatorship placed in their care. The program differs from the Permanency Care Assistance Payments program in that these payments are not eligible for Title IV-E funds, though most costs are eligible for TANF funding if available. General Revenue is used if TANF is not available or if costs are not TANF-eligible. Monetary assistance under the program includes a one-time cash payment of up to $1,000 for the oldest sibling and $495 for each other sibling in the placement to assist the caregiver in purchasing essential child-care items. The program also reimburses other expenses of up to $500 per year per child.

Summary of Recommendations and Fiscal and Policy Issues

1. Recommendations for the 2018-19 biennium are based on the LBB forecasted caseload growth.
2. Based on the average monthly cost of traditional paid foster care cited in the agency's Adoption Subsidy Payments summary, per child costs of relative caregiver placements is less expensive than traditional foster care settings (which average $1,937 per month). The agency requested funding from the federal government through the Child Abuse Prevention and Treatment Act for a kinship collaboration group to support the program and provide a stronger kinship caregiver voice in CPS policies and programs.

Recommended Statutory Changes for Program Improvement

1. There is currently a requirement that caregivers access grandparent TANF resources prior to receiving DFPS assistance, which may delay DFPS funding for caregivers who do not qualify for TANF assistance. The agency noted, but did not explain, that a statutory change could help with the TANF-related delays.

Enhancement Opportunities

1. According to the agency, increasing integration and annual reimbursement funds could help increase the number of relatives willing and able to accept placement of a child.

Challenges to Operation of Program

1. None identified by the agency.

Funding Alternatives

1. Despite noting that enhancing funding could increase the number of relatives who accept a child, the agency did not provide any funding alternatives for this program.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6p: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: TWC Contracted Day Care Purchased Services

Agency Ranking **16 out of 35**

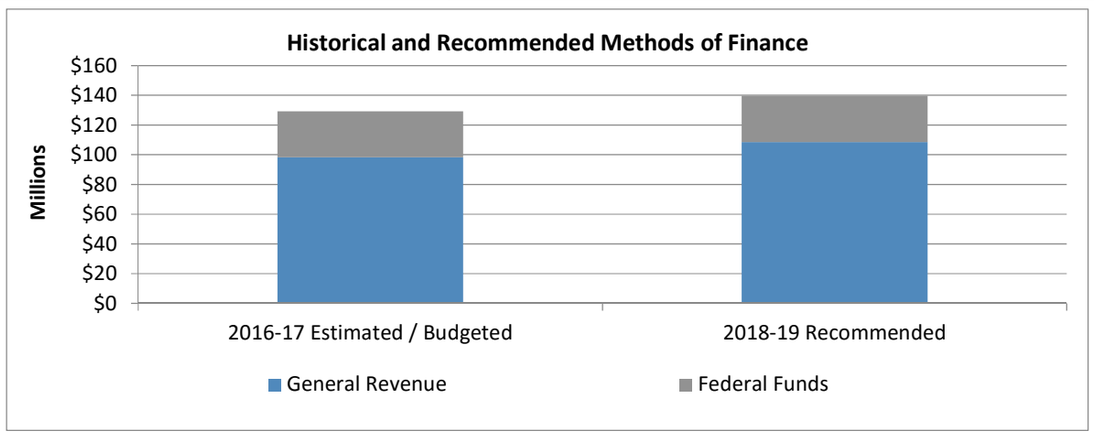
DFPS contracts with the Texas Workforce Commission to provide day care for certain children whose relatives or foster parents work full-time to assist in substitute care, and for children remaining in the home to help reduce the potential risk of abuse and neglect. Foster Care Day Care serves non-school aged children in paid foster care, Relative Day Care activity serves kinship caregivers and Protective Day Care is used primarily during investigations and family based safety services.

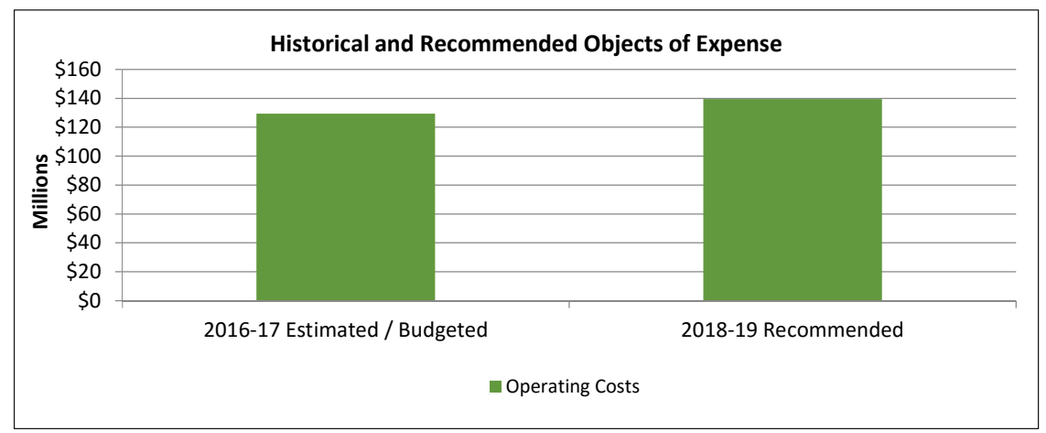
Legal Authority: Family Code, Ch. 264; Human Resource Code, Ch. 40; Social Security Act, Section 472; CFR, Title 45, Subtitle B, Chapter XIII, Parts 1355 and 1356; and Child Care and Development Block Grant Act of 1990.

Year Implemented	2005	**Performance and/or**		**Revenue Supported**	No
Authority	Moderate	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Yes	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Protective Day Care Purchased Services	$ 78,919,513	0.0	$ 86,979,747	0.0	62.3%
Foster Day Care Purchased Services	$ 27,535,420	0.0	$ 29,564,119	0.0	21.2%
Relative Day Care Purchased Services	$ 21,292,759	0.0	$ 22,804,605	0.0	16.3%
Direct Administration	$ 1,483,998	0.0	$ 288,781	0.0	0.2%
Total	**$ 129,231,690**	**0.0**	**$ 139,637,252**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 139,637,252	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 139,637,252***	*100.0%*

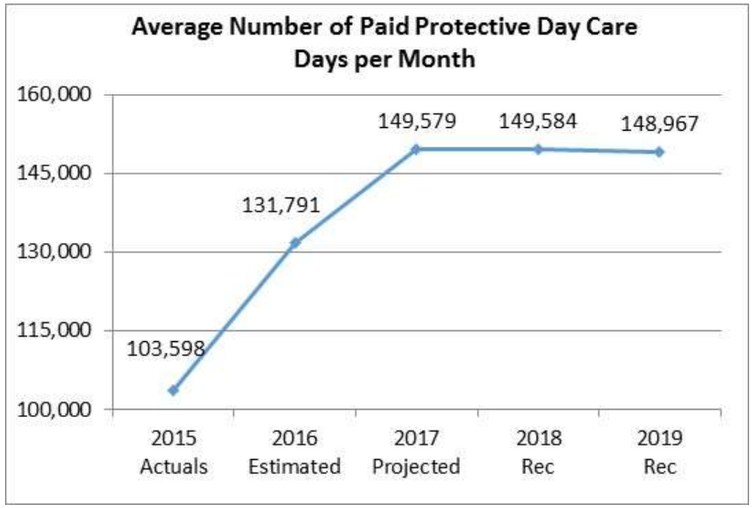




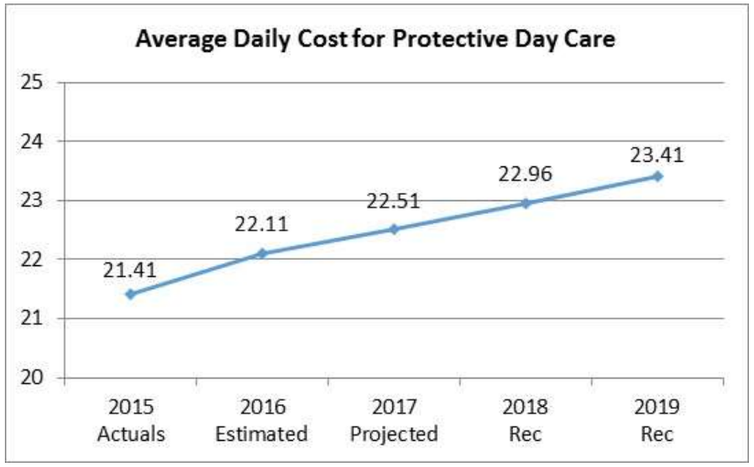
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: TWC Contracted Day Care Purchased Services

Agency Ranking **16 out of 35**



Source: ABEST



Source: ABEST

Summary of Program and Activities

Day Care Services, provided through a contract with the Texas Workforce Commission, serve three different populations. The Foster Day Care activity serves non-school aged children in paid foster care when the foster parents work full-time to increase the probability that a child will be placed in their home community. The Relative Day Care activity similarly serves kinship caregivers under the same criteria as foster day care. Finally, the Protective Day Care activity is used primarily during investigations and family based safety services to ensure the safety of children as they remain in the home.

Summary of Recommendations and Fiscal and Policy Issues

1 Excluding Direct Administration activity costs, recommendations for the 2018-19 biennium include an increase of $10.9 million in General Revenue ($11.6 million in All Funds) as compared to the LBB 2016-17 adjusted base, due to caseload growth ($6.6 million in General Revenue) and cost growth ($4.3 million in General Revenue) (see Selected Fiscal and Policy Issue 5, Entitlement Programs). Recommendations are based on LBB forecasts.

Agency Recommended Statutory Changes for Program Improvement

1 The agency did not identify any specific statutory changes that could improve the program's effectiveness.

Enhancement Opportunities

1 According to the agency, day care is a significant service for ensuring child safety and providing stability and normalcy in a child's life. As such, additional funding in this program would allow the agency to expand this benefit to additional children. The agency requested $33.0 million in General Revenue ($34.0 million in All Funds) above their 2018-19 Legislative Appropriations Request to provide 48,818 days of Foster Day Care, 39,820 days of Relative Day Care, and 155,329 days of Protective Day Care by fiscal year 2019 according to the Health and Human Services data team projections.

Challenges to Operation of Program

1 The agency identified a challenge to serving children through day care services due to the current day care eligibility requirement. Presently, children are only eligible if their caregiver works a full 40 hours each week and excludes any caregivers whose job considers working 30 to 40 hours full time employment.

Funding Alternatives

1 The agency did not provide any additional funding alternatives.

2 The 2018-19 recommendations are based on LBB forecasts and not the level requested by the agency in the Legislative Appropriations Request.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6q: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Preparation for Adult Living (PAL) Purchased Services

Agency Ranking **17 out of 35**

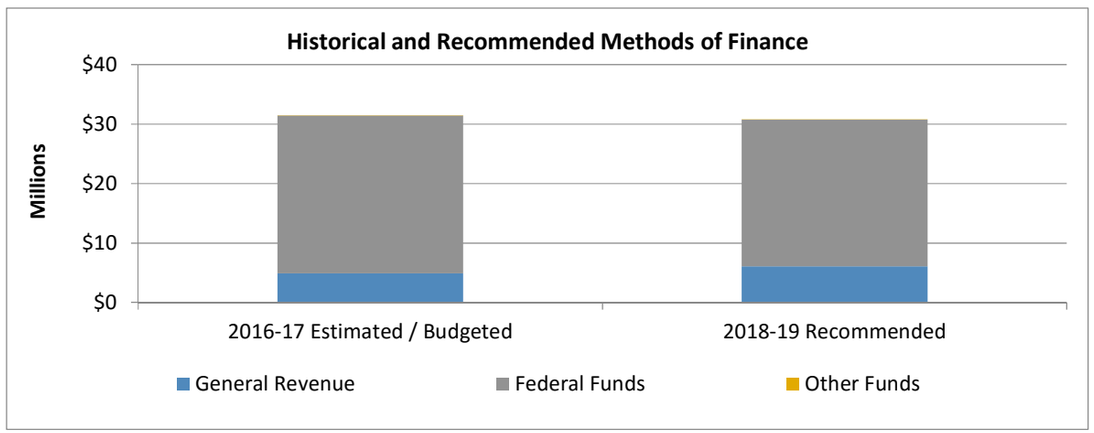
Preparation for Adult Living (PAL) services to help youth in substitute care transition successfully to adulthood. Services include 1) training sessions; 2) life skills assessments; and 3) educational and vocational support services. For youth ages 18 to 21, the program can provide additional services including: 1) transitional living allowances and household supply stipends; 2) continued case management; and 3) room and board assistance.

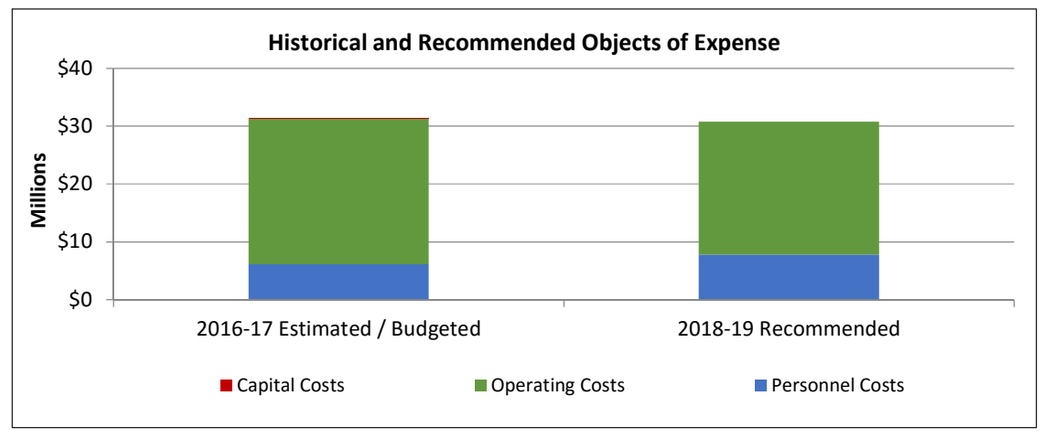
Legal Authority: Family Code, Ch. 264; Human Resources Code, Ch. 40; Social Security Act, Sec. 477; and CFR Title 45, Subtitle B, Chapter XIII, Part 1356.

Year Implemented	2005	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
PAL Purchased Services	$ 13,188,171	0.0	$ 12,576,582	0.0	40.8%
Direct Administration	$ 10,565,972	60.4	$ 12,466,001	60.4	40.5%
PAL Education Training Vouchers	$ 7,640,195	0.0	$ 5,743,884	0.0	18.7%
PAL Scholarship Program	$ 10,000	0.0	$ 10,000	0.0	0.0%
Total	**$ 31,404,338**	**60.4**	**$ 30,796,467**	**60.4**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 30,796,467	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 30,796,467***	*100.0%*

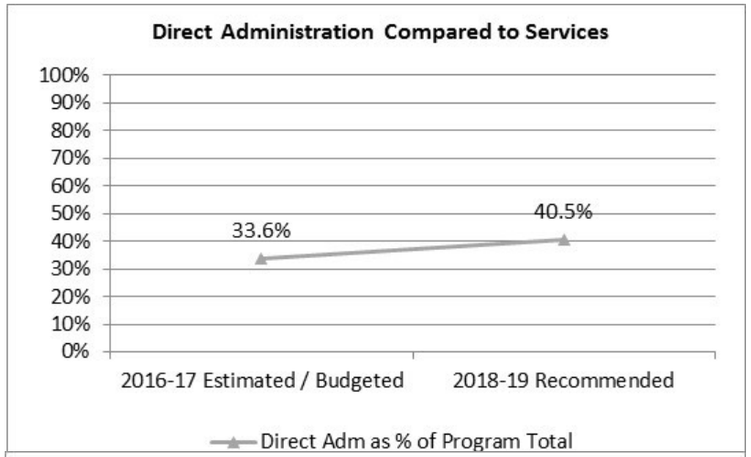


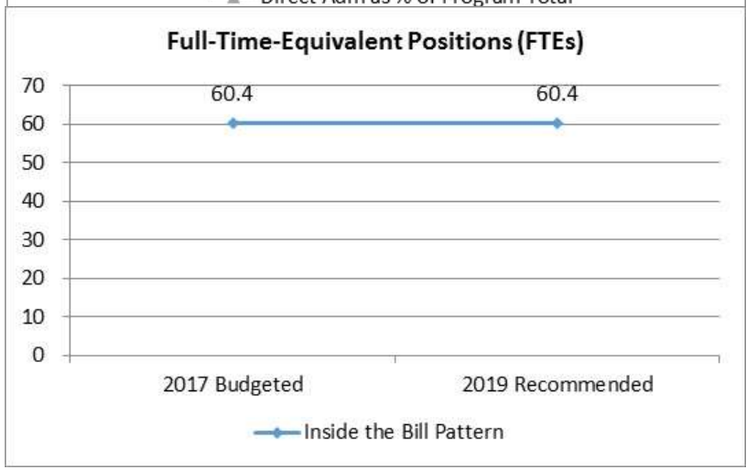


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Preparation for Adult Living (PAL) Purchased Services

Agency Ranking **17 out of 35**





Summary of Program and Activities

DFPS purchases Preparation for Adult Living (PAL) services to help youth transition successfully to adulthood from substitute care. Youth age 16 and older in substitute care and likely to remain in care are required to be served by PAL; when funds are available, youth 14 or older may also be served. Regions contract with community organizations to provide PAL training. In fiscal year 2015, the program served 1,248 youths and the average cost per youth served was $577.

Summary of Recommendations and Fiscal and Policy Issues

1 Recommendations include $29.7 million for PAL, compared to an estimated $31.4 million expended the 2016-17 biennium. Most of the decrease is due to a $1.9 million anticipated reduction in the federal Chafee Education and Training Vouchers Program grant.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency.

Challenges to Operation of Program

1 According to the agency, the expansion of Foster Care Redesign would impact this program. As children are served in the redesign catchment areas, the single source continuum contractor (SSCC) will be required to provide PAL Life Skills training. The SSCC will receive federal Chafee funding for this service based on an allocation of the DFPS budget between legacy and SSCC children.

2 Youth with unique needs, especially children who have high service needs or may be involved with juvenile justice systems, have less opportunity to access PAL services. Also, there are less PAL services available in more rural areas, particularly as services may occur less frequently.

Funding Alternatives

1 None provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6r: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Post-Adoption/Post-Permanency Purchased Services

Agency Ranking **18 out of 35**

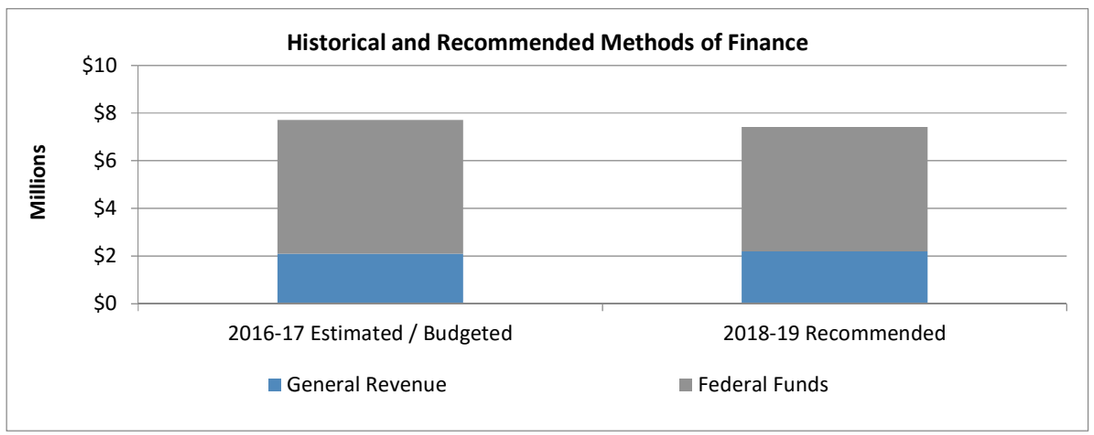
Post-Adoption and Post-Permanency Purchased Services provide families who adopt children in the conservatorship of the state help for both the child and family to 1) adjust to the newly created family; 2) cope with the effects of abuse and neglect in the child's background; and 3) prevent any future abuse or neglect. Services available include case management, support group, parent training, therapeutic counseling services, respite care, and residential therapeutic care.

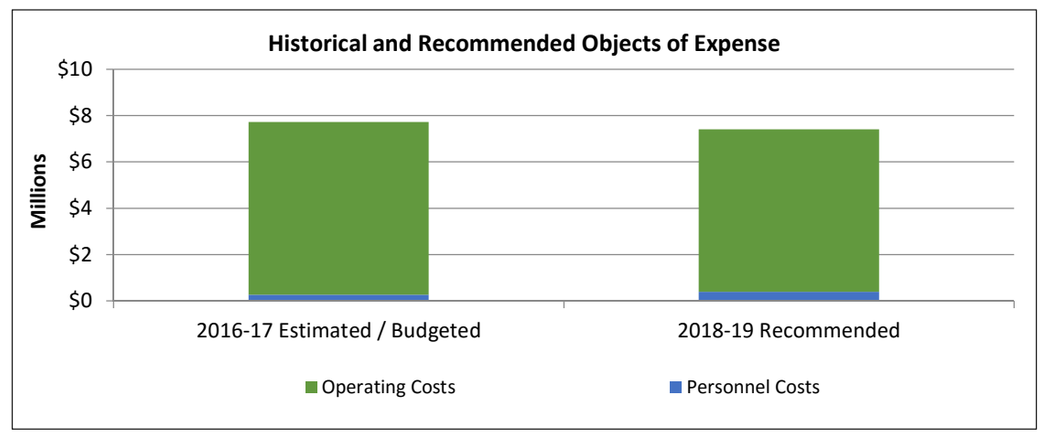
Legal Authority: Family Code, Ch. 162; Human Resources Code, Ch., 40; Social Security Act, Sec. 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1355 and 1357.

Year Implemented	1995	**Performance and/or**		**Revenue Supported**	No
Authority	Moderate	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Post-Adoption/Post-Permanency Purchased	$ 7,421,161	0.0	$ 6,976,442	0.0	94.2%
Direct Administration	$ 291,100	3.0	$ 430,856	3.0	5.8%
Total	**$ 7,712,261**	**3.0**	**$ 7,407,298**	**3.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 7,407,298	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 7,407,298***	*100.0%*

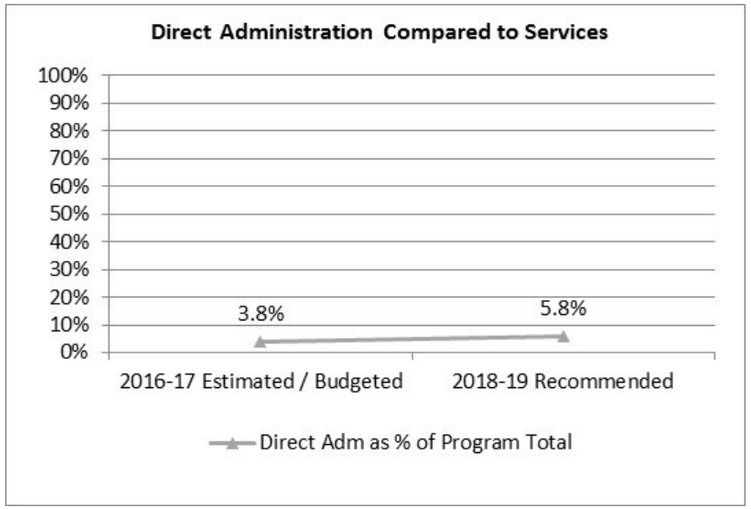


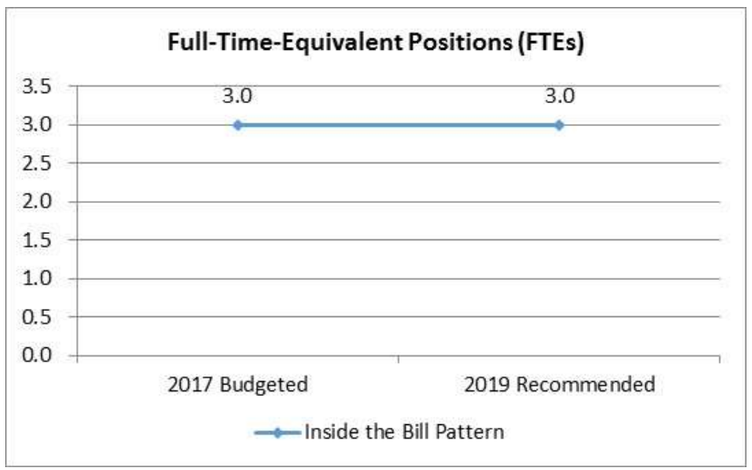


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Post-Adoption/Post-Permanency Purchased Services

Agency Ranking 18 out of 35





Summary of Program and Activities

The Post-Adoption/Post-Permanency Purchased Services program provides post-adoption and post-permanency services to children who have been severely abused. Services are available to families who adopted or took permanent custody of children who were in the care of the department. Children who have been severely abused have to cope with their abuse throughout their lifetime and, as such, need additional support and services throughout their childhood. The program is delivered through competitively procured contracts with child-placing and social service agencies. The contractors are responsible for development and delivery of the required services throughout the DFPS region served.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency reports that families often do not access post-adoption or post-permanency services as prevention and do not contact the agency until there is a sense of urgency and a child or youth requires a higher level of care, such as residential treatment. Trauma and other effects of abuse and neglect may not surface in a child until many years later, making it difficult to anticipate needs at the time of adoption.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency, although the challenge below carries a cost.

Challenges to Operation of Program

1 According to the agency, successful permanency strategies have resulted in adoption or permanency care of children with significant long term needs for services. The agency reports funding is insufficient to meet the demand stemming from many years of successful adoption consummations and permanent kinship placements.

Funding Alternatives

1 Despite identifying funding as a challenge to the program, the agency did not provide a funding alternative.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6s: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Other CPS Purchased Services

Agency Ranking **19 out of 35**

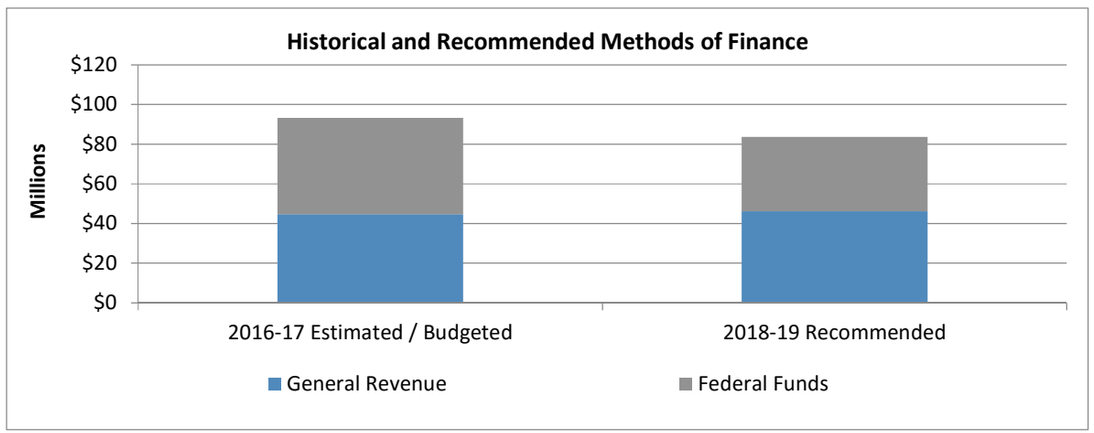
Other CPS Purchased Services provide, as needed, for children and families who are in any stage of the Child Protective Services a process to enhance their safety and well-being. Services for children in conservatorship of the state include 1) psychological testing and evaluations; 2) counseling; 3) special camps; and 4) other special services as needed. Services for families includes 1) homemaker and parent/caregiver training; 2) psychological assessments; and 3) therapy. Services for foster families include DFPS-paid certain authorized intermittent alternate.

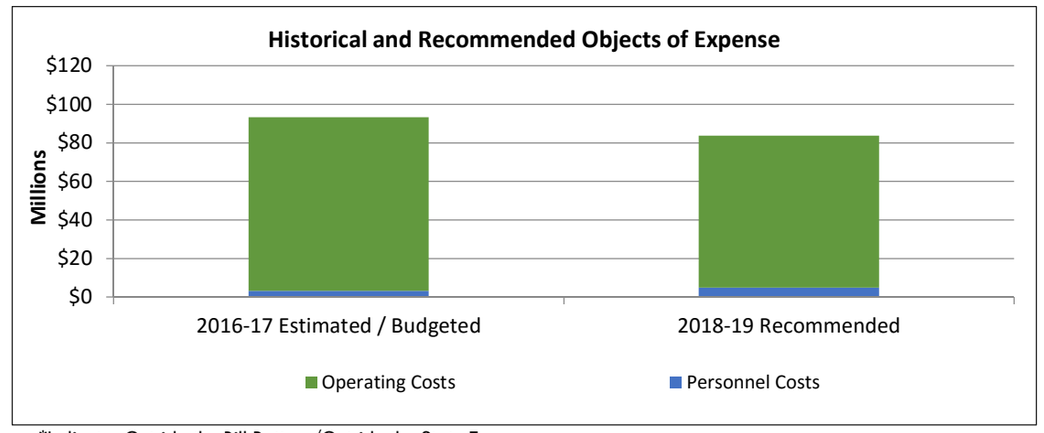
Legal Authority: Family Code, Ch. 162 and 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 402, 422, 432, and 471-2; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1355-7.

Year Implemented	1939	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	Yes	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Foster/Adoption Child Welfare Services	$ 45,565,936	0.0	$ 48,459,162	0.0	57.9%
In-Home Child Welfare Services	$ 15,942,168	0.0	$ 15,616,984	0.0	18.7%
Unaccompanied Refugee Minors Purchased	$ 12,671,483	1.0	$ -	0.0	0.0%
Relative Caregiver Assessments	$ 5,682,507	0.0	$ 4,759,304	0.0	5.7%
All Other Activities	$ 13,385,980	34.7	$ 14,873,919	34.7	17.8%
Total	**$ 93,248,074**	**35.7**	**$ 83,709,369**	**34.7**	100.0%

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 83,709,369	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 83,709,369***	*100.0%*

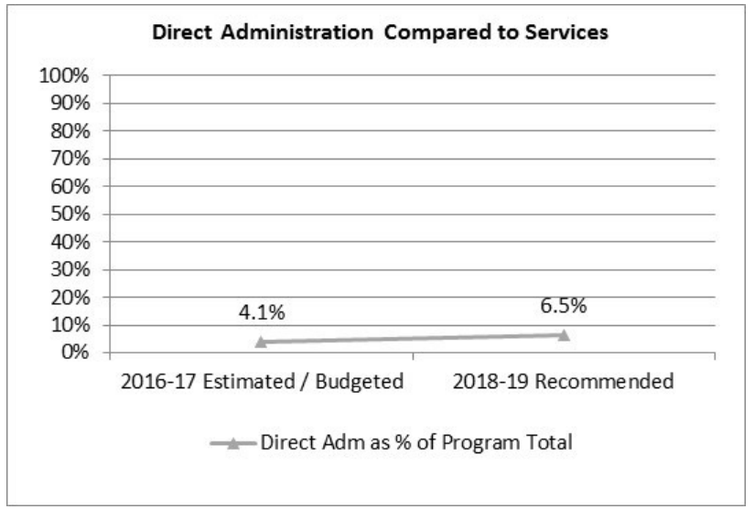


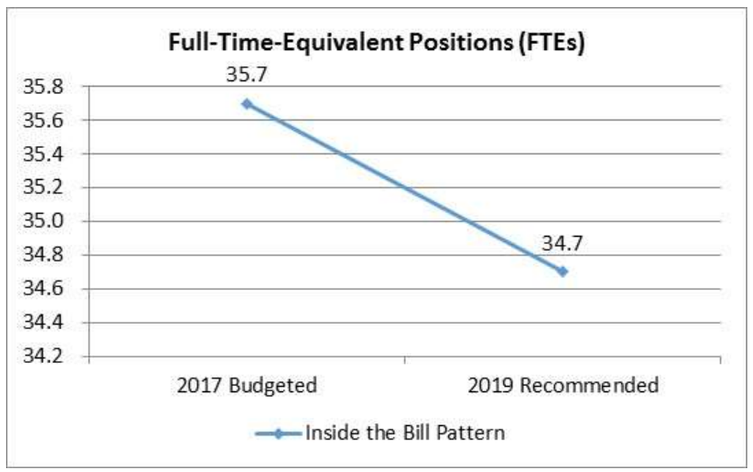


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Other CPS Purchased Services

Agency Ranking **19 out of 35**





Summary of Program and Activities

Program provides purchased services, as needed, for children and families involved in the Child Protective Services process to enhance their safety and well-being. Examples of services include training, assessments, and special camps, and special services when needed and not otherwise paid by the STAR Health program. The funds are also used to assist families of children in complying with the requirements of their family service plans to facilitate family reunification and/or avoid future removals. Intermittent alternate care is also provided to DFPS verified foster homes on a short-term basis by an alternate caregiver through this strategy. The provision of intermittent alternate care provides foster parents with additional support, increases the retention of foster parents, decreases the number of moves children experience, and promotes the overall development and permanency needs for children in DFPS conservatorship.

Summary of Recommendations and Fiscal and Policy Issues

1 In response to Sunset Advisory Commission concerns about the need to track outcomes of purchased services, DFPS is working to use data to better drive contracting and referral decision-making. Through this model, DFPS will use data to identify the most effective types of services, the providers with the best outcomes, and service capacity needs. To date, the agency has been working to implement these recommendations and has strengthened the minimum provider qualifications to improve the quality of services.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency submitted an exceptional item request for additional funding to meet agency projection of caseload growth (see Items Not Included in Recommendations for more information).

Challenges to Operation of Program

1 None identified by the agency.

Funding Alternatives

1 None other than the exceptional item request noted above.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6t: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Substance Abuse Purchased Services

Agency Ranking **20 out of 35**

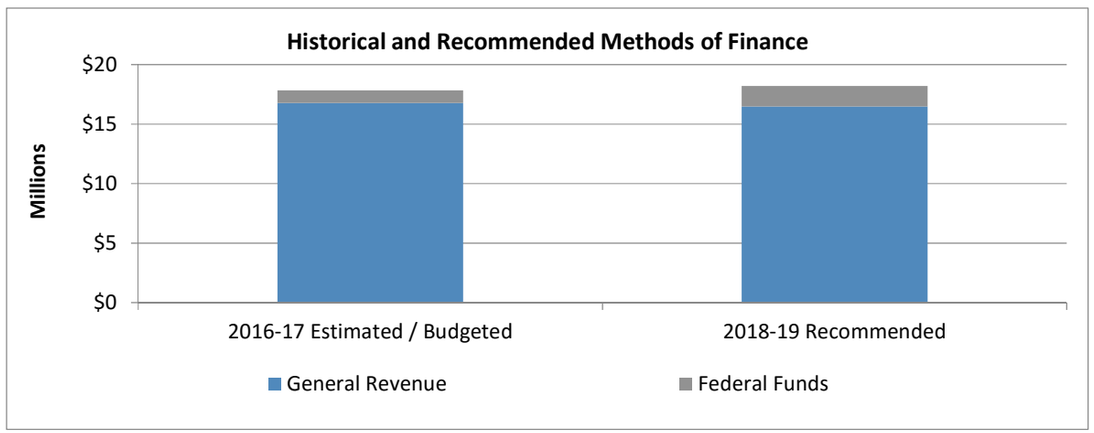
Substance Abuse Purchased Services provide residential chemical dependency treatment and drug-testing services for adolescents who are in conservatorship of that state and/or families who have been referred to services by the agency or under court-order. This program provides for children and families that cannot obtain service through the Department of State Health Services providers.

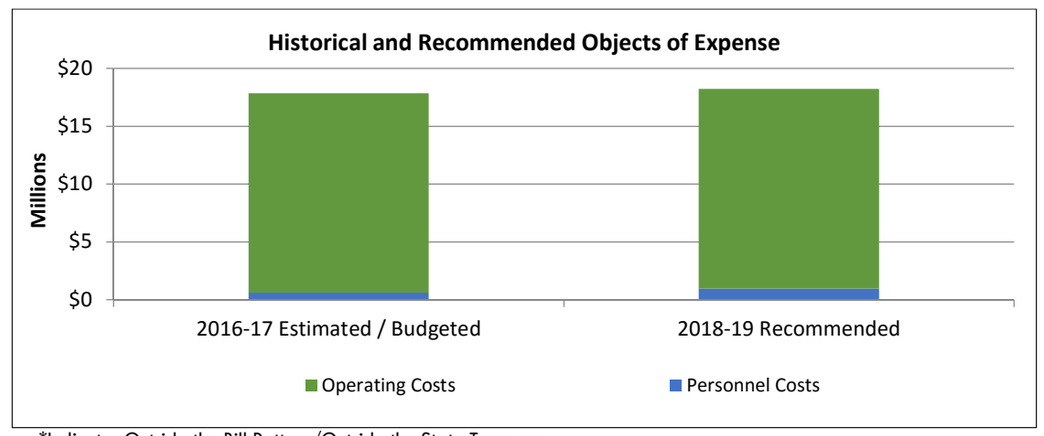
Legal Authority: Family Code, Ch. 264; Human Resources Code, Ch. 40; Social Security Act, Secs. 402, 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1355 and 1357.

Year Implemented	2005	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	Yes	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Health Care - Disease Prevention, Treatment & Research		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Drug Testing Services	$ 11,236,865	0.0	$ 11,203,006	0.0	61.5%
Substance Abuse Prevention and Treatment	$ 3,027,182	0.0	$ 3,271,002	0.0	18.0%
Substance Abuse Prevention and Treatment	$ 2,900,794	0.0	$ 2,662,820	0.0	14.6%
Direct Administration	$ 673,558	8.0	$ 1,076,611	8.0	5.9%
Total	**$ 17,838,399**	**8.0**	**$ 18,213,439**	**8.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 18,213,439	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 18,213,439***	*100.0%*

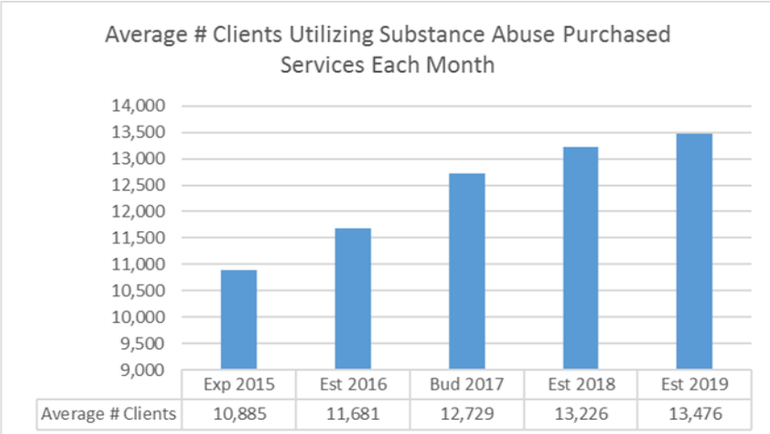




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Substance Abuse Purchased Services

Agency Ranking **20 out of 35**



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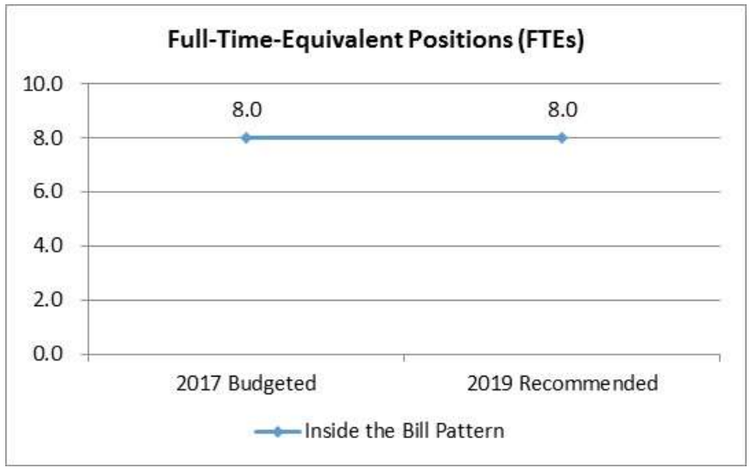


Summary of Program and Activities

Many children are at-risk for removal from their family due to parental substance abuse disorders. However, Child Protective Services (CPS) clients are not always eligible for substance abuse treatment or testing through the Department of State Health Services (DSHS) or the Texas Medicaid program. This DPFS program contracts with vendors to provide services for families not eligible for DSHS or Medicaid services. The provision of these services is frequently court-ordered as judges attempt to assure that all efforts have been made to keep the child with their family. They are delivered primarily to families who either have a child in foster care or are receiving family-based safety services due to the high-risk of having a child removed. Services may include testing, education, counseling, and community-based activities to reduce the risk of substance abuse. Treatment may be in-patient or out-patient and includes both children and their parents. Progress and utilization of these prevention and treatment services are used to make informed recommendations to the court on decisions regarding the safety of the child.

Summary of Recommendations and Fiscal and Policy Issues

1. To comply with court ordered services, the agency frequently transfers funding from other strategies to meet required obligations. The agency requested funding to maintain projected caseload growth in substance abuse purchased services in fiscal years 2018-19 as an exceptional item request of approximately $3.0 million in General Revenue funding per fiscal year. (See Items Not Included in Recommendations.)
2. Recommendations replace $0.6 million in General Revenue funds with TANF Federal Funds in this strategy.

Recommended Statutory Changes for Program Improvement

1. None identified by the agency.

Enhancement Opportunities

1. None identified by the agency.

Challenges to Operation of Program

1. According to the agency, some counties that lack drug test lab/collection sites or those sites are spread across a large geographical region making access for parents difficult or impossible. In those instances, DFPS uses the oral swabs, which are not admissible in court due to low accuracy and do not have the larger period of detection window that the other tests provide. Additionally, there are substances that can only be detected with the urinalysis sample; therefore, using swabs or even hair strand testing will not capture the use of certain substances.

Funding Alternatives

1. None provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6u: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Safe Baby Campaigns

Agency Ranking **21 out of 35**

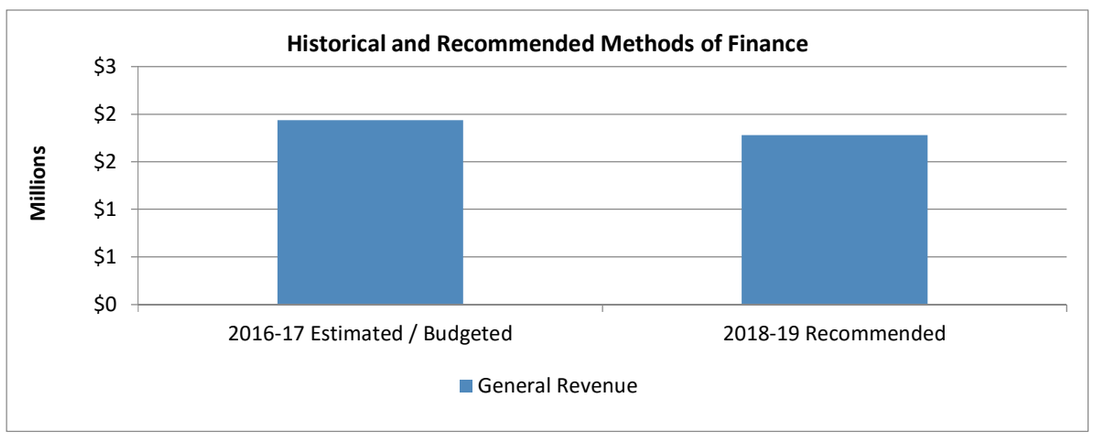
The Safe Baby Campaigns program provides evidence-based services, in conjunction with hospitals and pre-natal providers, to target the prevention of abusive head trauma (Shaken Baby Syndrome) and unsafe infant sleep environments (The Safe Sleep Campaign). Agency studies from both programs will provide evidence-based best practices to help direct future expansion of these services.

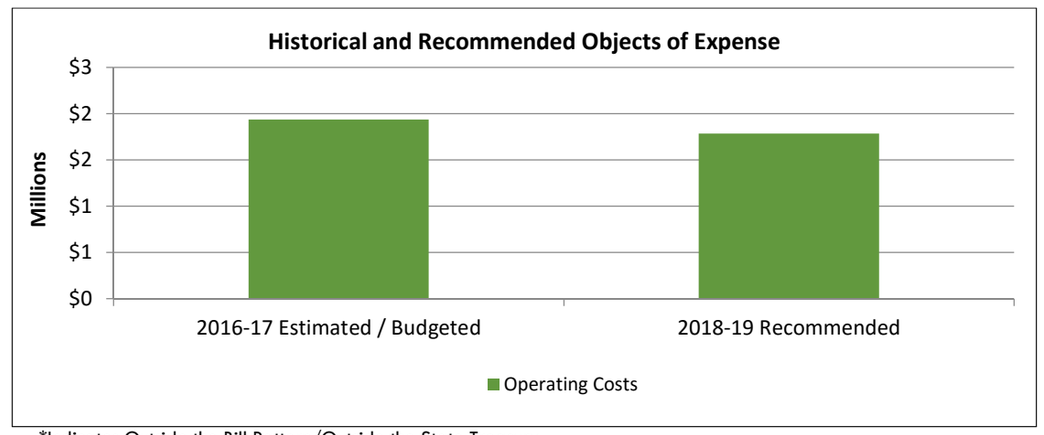
Legal Authority: Family Code, Ch. 265.

Year Implemented	2016	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Safe Baby Campaigns	$ 1,910,832	0.0	$ 1,783,130	0.0	100.0%
Direct Administration	$ 26,335	0.0	$ -	0.0	0.0%
Total	**$ 1,937,167**	**0.0**	**$ 1,783,130**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 1,783,130	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 1,783,130***	*100.0%*

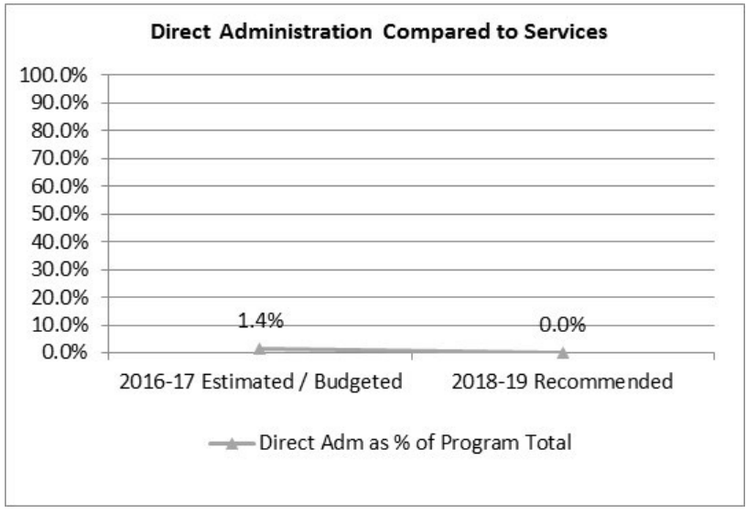




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Safe Baby Campaigns

Agency Ranking **21 out of 35**



Summary of Program and Activities

The Safe Baby Campaigns program, implemented in fiscal year 2016, provides evidence-based services, in conjunction with hospitals and pre-natal providers, to target the prevention of abusive head trauma (Shaken Baby Syndrome) and unsafe infant sleep environments (Safe Sleep Campaign). The purpose of the evaluations is to inform consideration of the expansion of similar projects, establish an evidence base to support wide-scale implementation of new material, and support the goals and strategic vision of the agency's prevention and early intervention (PEI) efforts. The Safe Babies Campaign is a part of the agency's efforts focused on early childhood. The agency's 2016 strategic plan for PEI indicates that this program is intended to support the goal of adopting a public-health framework to prevent child maltreatment and fatalities and to support positive child, family, and community outcomes.

Summary of Recommendations and Fiscal and Policy Issues

1 Recommendations for the 2018-19 biennium are consistent with the agency's request. Appropriations for the 2016-17 biennium included one-time costs that are not included in recommendations for the 2018-19 biennium. The agency did not report any performance measures or results for this program, although the program was implemented within the current fiscal year. The program consists solely of a five year $5.8 million contract with UT Health Northeast to partner with the University of Texas System, Baylor College of Medicine, and other hospitals throughout the state for research, direct service delivery, and evaluation. Through the course of the contract over 3,000 families will be provided prevention services. Research, survey, data matching, and evaluation will be conducted relating to hospitals' previous and current programs to address abusive head trauma in infants. The contract also includes direct media purchases and other public awareness work.

Recommended Statutory Changes for Program Improvement

1 The agency indicated statute could be amended to direct the Department of State Health Services to share data with DFPS to better measure outcomes for prevention interventions.

Enhancement Opportunities

1 The agency indicated additional funding could be used to expand evidence-based prevention programs delivered in hospital settings that include a research component.

Challenges to Operation of Program

1 The agency indicated barriers to data sharing posed a challenge to the program. According to DFPS, the specific requirements for contracting and key data sharing between the agencies are not explicit in statute or rule and the process used has varied over time. This can make the timely execution of contracts difficult.

Program: Safe Baby Campaigns

Agency Ranking **21 out of 35**

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.2 million in General Revenue Funds and would be used on the media campaign to improve awareness and outreach. Decreasing funding would result in a savings of a like amount in General Revenue Funds and result in a reduction in media campaign activities.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6v: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Preventive Services for Veterans and Military Families (MVFP)

Agency Ranking **22 out of 35**

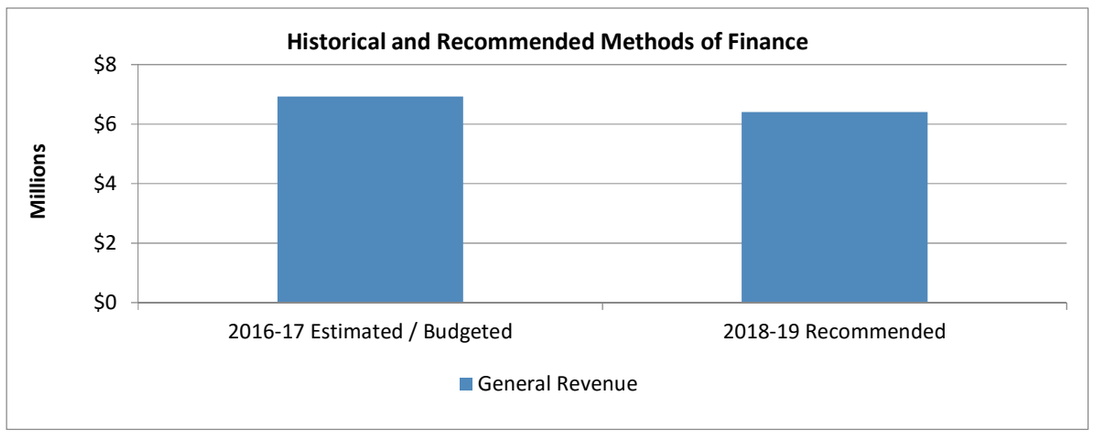
MVFP is a three-year pilot project that began in fiscal year 2016 by contracting with community-based organizations to provide child abuse and neglect prevention services to military personnel and their families. The initial pilot communities include Bell, Bexar, and El Paso counties and target parents with children ages 0-17 who are serving or who have served in the armed forces, reserves, or guard.

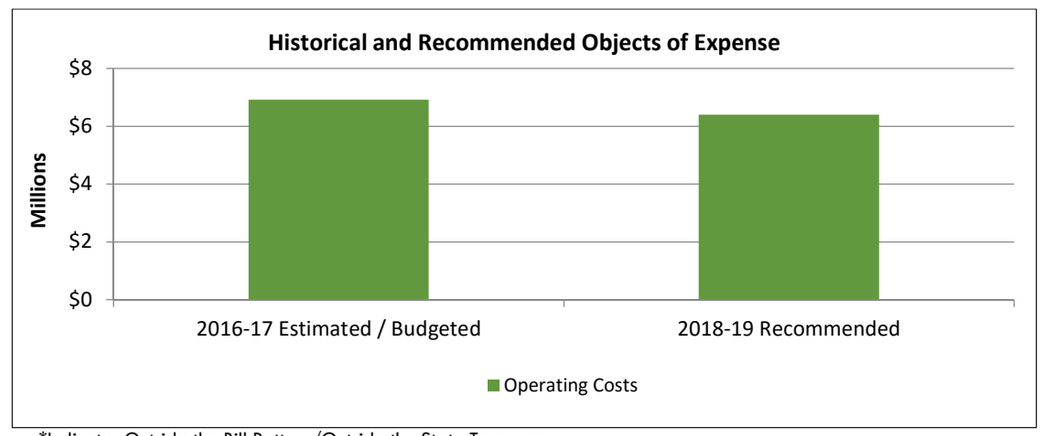
Legal Authority: Texas Human Resources Code, Title 2, Ch. 53.

Year Implemented	2016	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Preventive Services for Veterans and	$ 6,823,865	0.0	$ 6,405,762	0.0	100.0%
Direct Administration	$ 98,578	0.0	$ -	0.0	0.0%
Total	**$ 6,922,443**	**0.0**	**$ 6,405,762**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 6,405,762	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 6,405,762***	*100.0%*

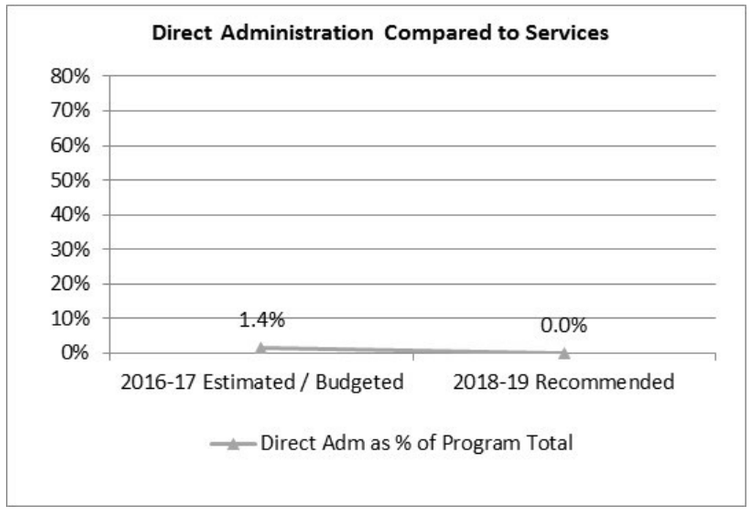




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Preventive Services for Veterans and Military Families (MVFP)

Agency Ranking **22 out of 35**



Summary of Program and Activities

The Preventative Services for Veterans and Military Families is a DFPS Prevention and Early Intervention (PEI) program. This three-year pilot project funds contracts with community-based organizations to provide child abuse and neglect prevention programs in select communities targeting families of children ages 0 to 17 who are serving or who have served in the armed forces, reserves, or guard. Initial pilot communities include Bell, Bexar and El Paso Counties.

Due to multiple combat deployments and frequent moves, military families, especially young enlisted families, face different challenges that may require assistance such as home visitation services, parent education services and other prevention activities. The program is designed to meet unmet needs of the military community as identified through a needs assessment.

Summary of Recommendations and Fiscal and Policy Issues

1. No federal funds are used to support the program. The extent to which federal funding has been explored is unknown, but given the interest in assisting military and veterans' needs, sources other than state funding should be sought in order to make this is a more robust program.
2. The agency did not report any measures or results for this program.

Recommended Statutory Changes for Program Improvement

1. None identified by the agency.

Enhancement Opportunities

1. The agency offered to expand the program to additional communities to reach more military personnel and their families based on pilot results. However, the agency should set program objectives and develop performance measures. The agency should work with the Texas Veterans Commission to identify and implement an accountability and performance measure system.

Challenges to Operation of Program

1. None identified by the agency. This is a new program in the pilot stage, so the impact it is having and the resources required to make it effective are not well understood at this point.

Program: Preventive Services for Veterans and Military Families (MVFP)

Agency Ranking **22 out of 35**

Funding Alternatives

1 None provided by the agency. Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.7 million in General Revenue Funds and increase services provided to military families. Decreasing funding would result in a savings of a like amount in General Revenue Funds and reduce services provided to military families. The number of families that would be affected in either scenario is unknown due to the limited history of the program.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6w: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: APS Purchased Emergency Client Services

Agency Ranking **23 out of 35**

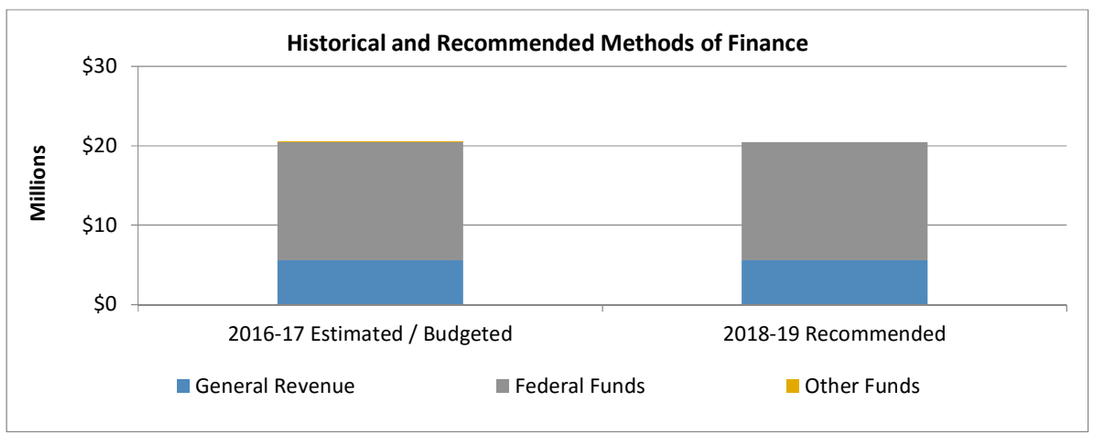
APS Purchased Emergency Client Services supports the APS program by providing funds for emergency client services when an Adult Protective Services caseworker determines existing resources in the community do not sufficiently protect an elderly adult or adult with disability client. Emergency client services include 1) emergency shelter; 2) food; 3) medications; 4) minor home repairs; 5) restoration of utilities; 6) rent; and 7) transportation.

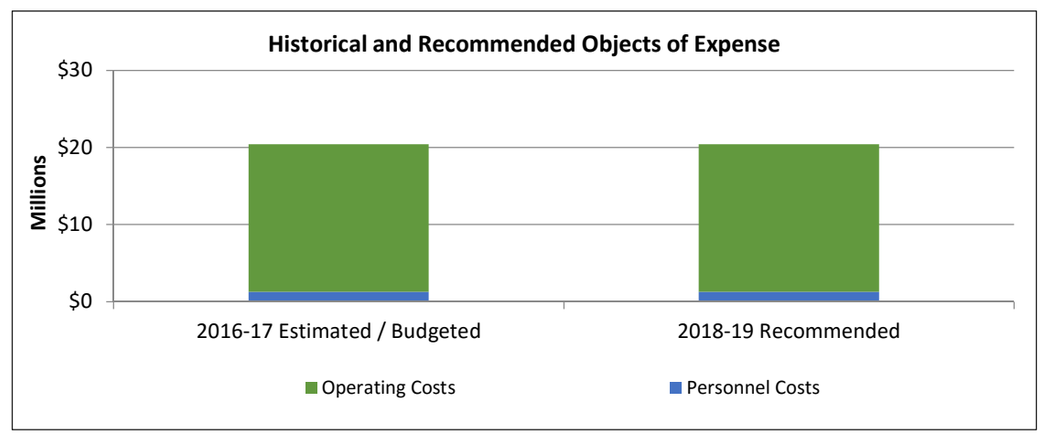
Legal Authority: Human Resources Code, Ch. 40 and 48; and Social Security Act, Sec. 2001.

Year Implemented	1992	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Health Care - Rehabilitation, Disability & Long Term Care		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
APS Purchased Emergency Client Services	$ 18,806,635	0.0	$ 18,799,637	0.0	92.0%
Direct Administration	$ 1,633,563	0.0	$ 1,632,558	0.0	8.0%
Total	**$ 20,440,198**	**0.0**	**$ 20,432,195**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 20,432,195	100%
Funds Outside the State Treasury	$ -	*0.0%*
Total	***$ 20,432,195***	*100.0%*

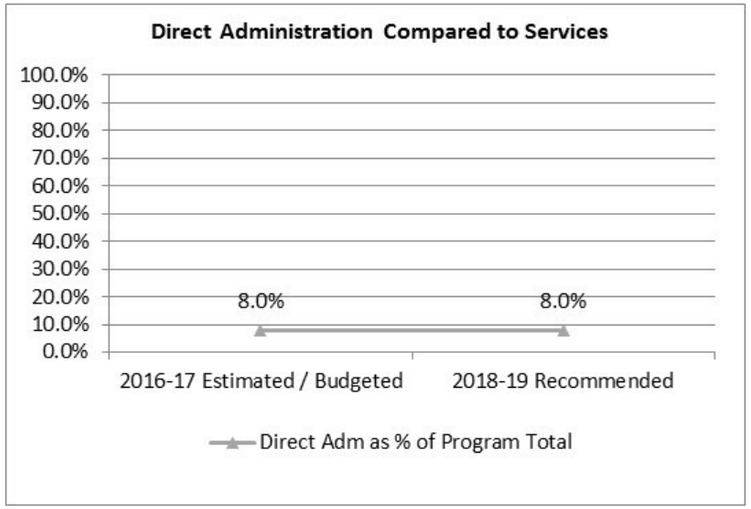




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: APS Purchased Emergency Client Services

Agency Ranking **23 out of 35**



Summary of Program and Activities

The APS Purchased Emergency Client Services program provides funds for emergency services purchased for clients of Adult Protective Services. The funds are used when an APS In-Home Investigations caseworker determines that neither the client nor existing community resources can meet the needs of the client. This program does not include FTE's as the services purchased through this program are done so by APS In-Home staff.

Summary of Recommendations and Fiscal and Policy Issues

1. The agency estimates that in fiscal year 2018 the average number of clients receiving services each month will be 1,528 at an average monthly cost of $576.80.
2. The agency contracts with local providers to deliver these services, in addition to contracting with an organization which processes claims for provided services. The agency's contract for claims processing represents the majority of the agency's contracted expenses for this program. According to the agency, an internal review found the cost to process claims internally was greater than the cost to procure an external contractor.
3. The average number of clients receiving services each month has increased from 1,059 in fiscal year 2013 to 1,506 in fiscal year 2015. The agency however estimated only 1,186 clients would need services for fiscal year 2015. The agency also measures the average cost per client receiving emergency purchased services. These costs have had little fluctuation going from $557 in fiscal year 2013 to $532 in fiscal year 2015. The agency projects the average monthly costs per client to be $577 in fiscal year 2018 and $569 in fiscal year 2019.
4. Of the purchased services provided in 2015, 74.0 percent were existing community or state services available, while 26.0 percent were purchased from private providers.

Recommended Statutory Changes for Program Improvement

1. None identified by the agency.

Enhancement Opportunities

1. None identified by the agency.

Challenges to Operation of Program

1. None identified by the agency.

Funding Alternatives

1. None provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6x: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Adoption Purchased Services

Agency Ranking **24 out of 35**

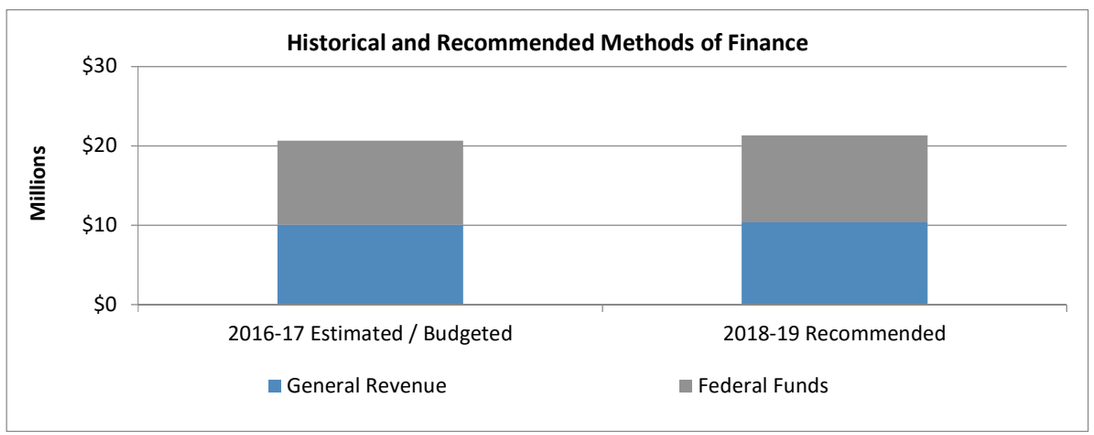
To increase permanency placement options for children in conservatorship of the state who are awaiting adoption, DFPS contracts with private child-placing agencies to 1) recruit, train and verify adoptive homes; 2) handle adoptive placements of the children; 3) provide post-placement supervision; and 4) facilitate the consummation of the adoption.

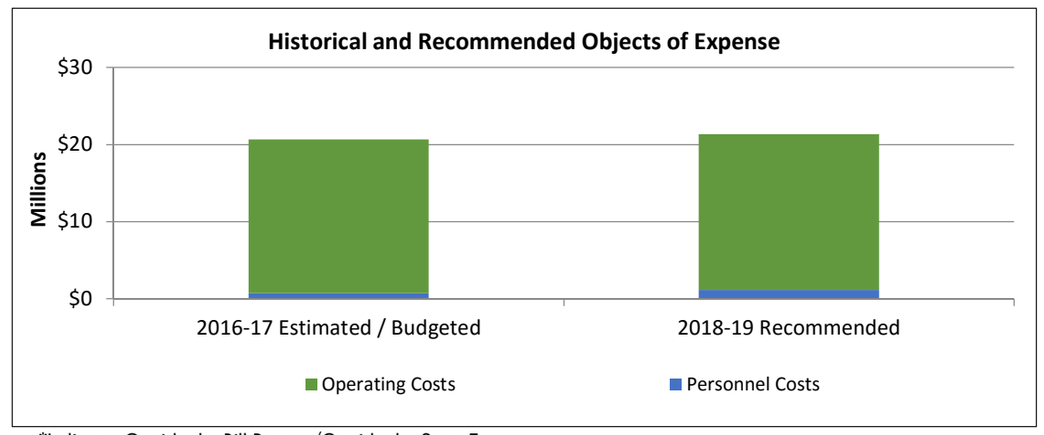
Legal Authority: Family Code, Ch. 162; Human Resources Code, Ch. 40; Social Security Act, Secs. 432 and 473A; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1355-7.

Year Implemented	1995	**Performance and/or**	No	**Revenue Supported**	No
Authority	Strong	**Operational Issues**	N/A	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Adoption Purchased Services	$ 19,873,848	0.0	$ 20,130,624	0.0	94.3%
Direct Administration	$ 779,933	7.9	$ 1,221,623	7.9	5.7%
Total	**$ 20,653,781**	**7.9**	**$ 21,352,247**	**7.9**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 21,352,247	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 21,352,247***	*100.0%*

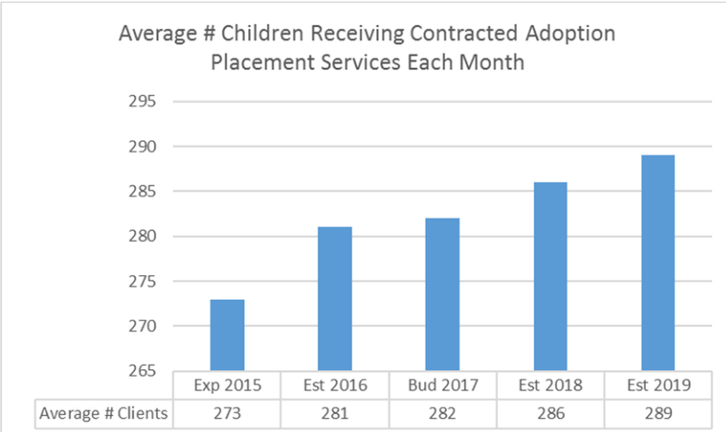




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Adoption Purchased Services

Agency Ranking **24 out of 35**



Source: ABEST

Adoptive Homes Verified by Child Placing Agencies on August 31st

Region	FY 14	FY 15
1 Lubbock	15	18
2 Abilene	6	4
3 Arlington	66	44
4 Tyler	35	31
5 Beaumont	22	13
6 Houston	95	84
7 Austin	106	100
8 San Antonio	203	187
9 Midland	14	9
10 El Paso	11	11
11 Edinburg	25	23
Unknown	9	10
Statewide	**607**	**534**

Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

In addition to services provided by DFPS staff, DFPS also contracts with private child-placing agencies to recruit adoptive homes; handle adoptive placements and adoptions; and provide post-placement supervision. In fiscal year 2015, the agency had 132 contracts for child placing agencies to carry out these services. The child placing agencies receive payment based on the needs of the child and the number of children in the sibling group. According to DFPS, this collaboration results in more children achieving permanency, and in shorter periods of time.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency anticipates that the number of children needing these services will continue to increase in the 2018-19 biennium.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency submitted an exceptional item request for funding to maintain projected caseload growth in this program for the 2018-19 biennium. The agency requested $1.7 million and $1.9 million in additional General Revenue funds for fiscal years 2018 and 2019. (See Items Not Included in Recommendations.)

Challenges to Operation of Program

1 The agency indicated no challenges specific to this program, but reported that there continues to be a number of children legally available for adoption who do not receive permanent placement. In fiscal year 2015, for example, there were 6,888 children waiting for adoption and 5,495 adoptions (this includes adoptions made outside of purchased services). Children placed in non-relative homes spent 2.4 years in DFPS custody on average before being adopted, including a period of one year after the final order before adoption placement.

Funding Alternatives

1 Other than the exceptional item noted above none provided by the agency.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6y: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Project Helping through Intervention and Prevention (HIP)

Agency Ranking **25 out of 35**

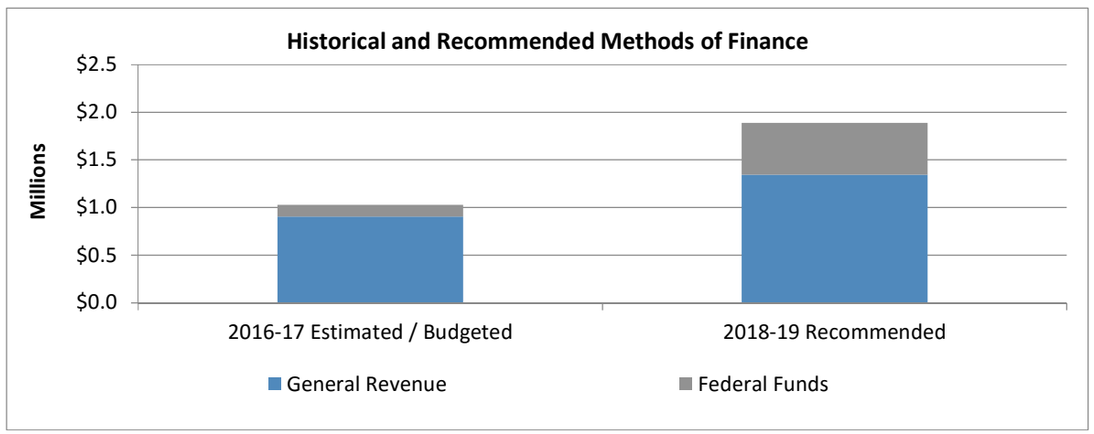
Project HIP provides voluntary services to 1) families who previously had their parental rights terminated due to child abuse/neglect within the past two years and who currently have a newborn child; 2) families who have previously had a child die with the cause identified as child abuse/neglect within the past two years and who currently have a newborn child; and 3) current foster youth who are pregnant or who have given birth in the last 12 months. Services focus on preventing child abuse.

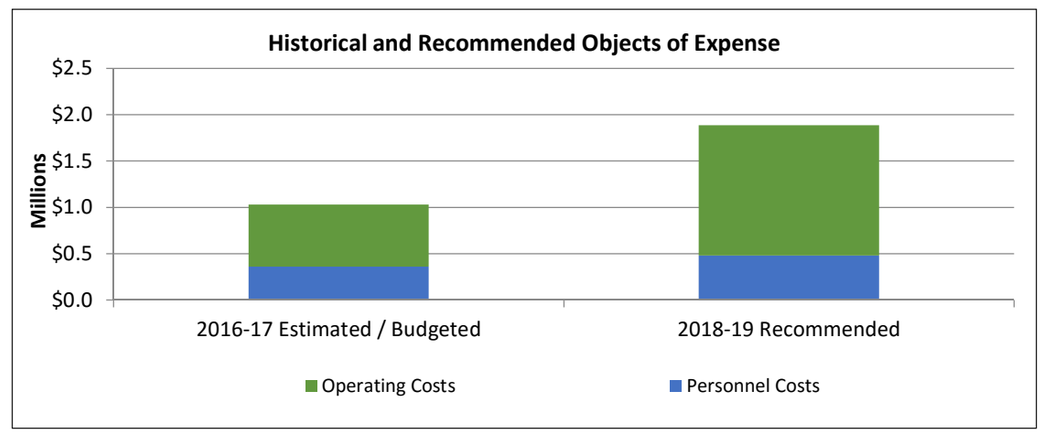
Legal Authority: Texas Family Code, Ch. 264-5; Texas Human Resources Code, Ch. 40; Social Security Act, Section 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	2014	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	Moderate	**Outsourced Services**	No	**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**State Service(s)**	Family & Nutrition Services		
Service Area	Regional				

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Project HIP	$ 600,400	0.0	$ 600,400	0.0	31.8%
Direct Administration	$ 430,322	2.8	$ 1,288,079	2.8	68.2%
Total	**$ 1,030,722**	**2.8**	**$ 1,888,479**	**2.8**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 1,888,479	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 1,888,479***	*100.0%*

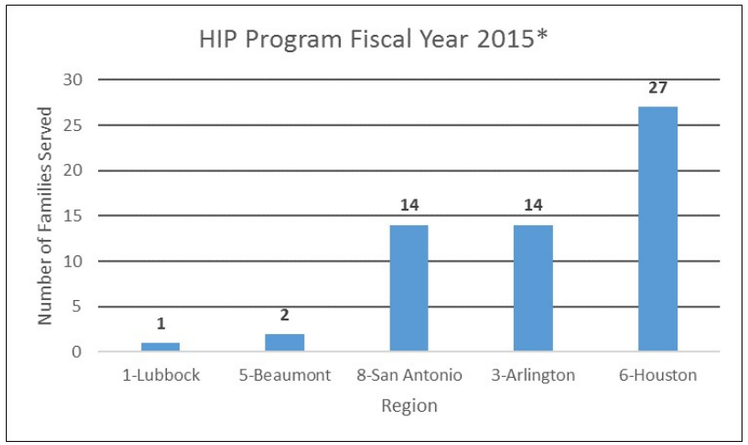




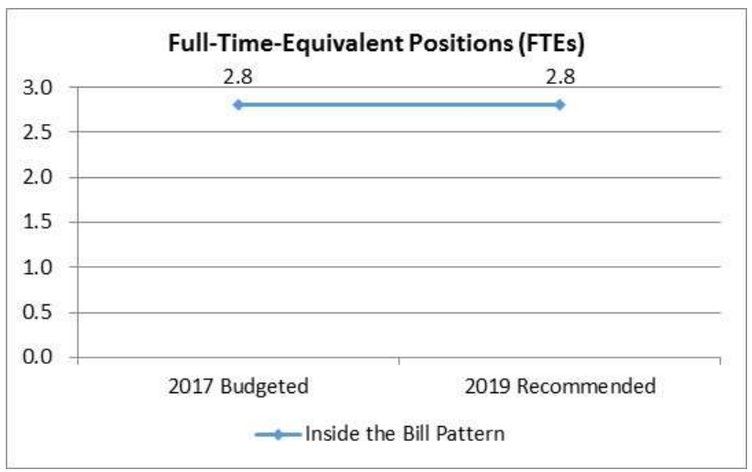
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Project Helping through Intervention and Prevention (HIP)

Agency Ranking **25 out of 35**



Source: 2015 Annual Report & Data Book, DFPS



Summary of Program and Activities

HIP, implemented in fiscal year 2014, provides free voluntary services to families with newborns to enhance protective factors in the family and prevent child maltreatment. HIP is a DFPS Prevention and Early Intervention (PEI) program that targets families with a previous history with CPS. Providers (contractors) conduct a family assessment and do home visits that include parent education and basic needs support. Home-based education must be evidence-based or a promising practice and is limited to a maximum of 18 sessions. Basic needs support consists of up to $200 of diapers, formula, clothing, cribs, pack-n-plays, bassinets, food, car seats, toiletries, or any items used for the baby, in addition to emergency assistance for the family. The program does not have a referral network and does not pay for wrap around services; the provider must make referrals for any other services that may be needed by participants.

Summary of Recommendations and Fiscal and Policy Issues

1 Overall, recommendations increase All Funds appropriations by $0.8 million for the 2018-19 biennium due to the agency's reallocation of direct administration across all programs. The agency did not report any performance measures or results for this program. However, according to the agency's 2015 Annual Report and Data Book, in fiscal year 2015, HIP served 58 families in 5 regions, and 100.0 percent of children in these families remained safe (although it is not clear over what time period). The agency did not report outcome data for families referred for HIP services but who did not participate in the program. Statute requires DFPS to periodically evaluate the effectiveness of PEI programs (Family Code, Section 265.004(c)). DFPS has commissioned a number of third-party evaluations of PEI programs, but this program has not been evaluated. DFPS includes performance measures for HIP in its contracts with providers, although the agency did not provide additional details regarding these measures or associated outcomes.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency states that the HIP eligible population could be expanded to increase the number of high-risk newborns served. According to DFPS, eligibility for Project HIP is outlined in contracts. Families are referred to Project HIP by cross referencing data sources from DFPS and the Department of State Health Services (DSHS) to identify birth parents that have previously had parental rights terminated or a child die of maltreatment. This data sharing is outlined in Memorandums of Understanding (MOU's) between DFPS and DSHS. The agency did not indicate whether changes are being contemplated to these contracts or MOU's to allow for expand the eligible population.

Program: Project Helping through Intervention and Prevention (HIP)

Agency Ranking **25 out of 35**

Challenges to Operation of Program

1 The agency reports that recruiting and retaining providers to serve high-risk families is challenging due to the program's inconsistent level of referrals. This can make it difficult for a provider to plan for staff and budget. DFPS refers families to providers for participation, which is voluntary. As of 2015, the participation rate was 10.0 percent. DFPS uses a data match between historical records with new birth records to identify families for referral.

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $60,000 in General Revenue Funds and increase the number of interventions that could be made with families. Decreasing funding would result in a savings of approximately $60,000 in General Revenue Funds and reduce the number of families that could be served.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6z: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Child Abuse Prevention Grants

Agency Ranking **26 out of 35**

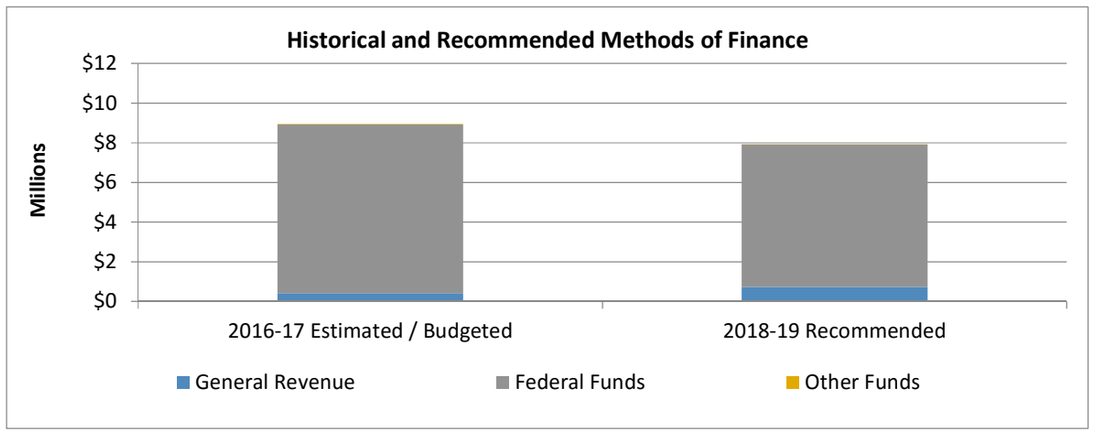
The Community-Based Child Abuse Prevention program increases community awareness of existing prevention services, strengthens community and parental involvement in child abuse prevention efforts, and encourages families to engage in services that are already available. The grant is used to fund a variety of evidence-based child abuse and neglect prevention programs that address federal funding priorities and are consistent with DFPS prevention planning goals.

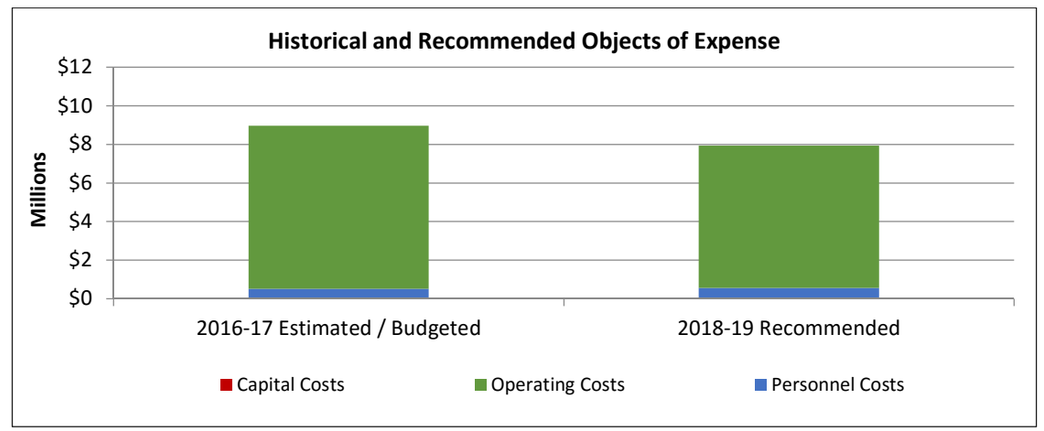
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40; 42 U.S.C. 5101 et. seq.; and CFR Title 45, Subtitle B, Chapter XIII, Part 1340.

Year Implemented	1996	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Child Abuse Prevention Grants	$ 8,436,106	2.0	$ 7,214,315	2.0	90.9%
Direct Administration	$ 522,592	2.2	$ 718,318	2.2	9.1%
Total	**$ 8,958,698**	**4.2**	**$ 7,932,633**	**4.2**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 7,932,633	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 7,932,633***	*100.0%*

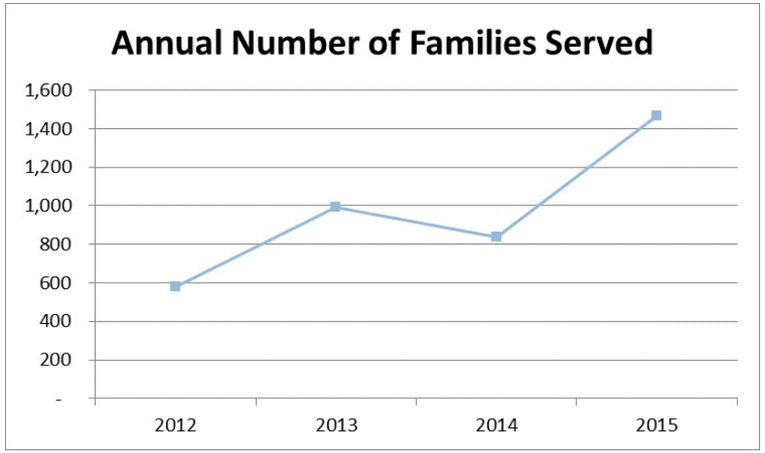




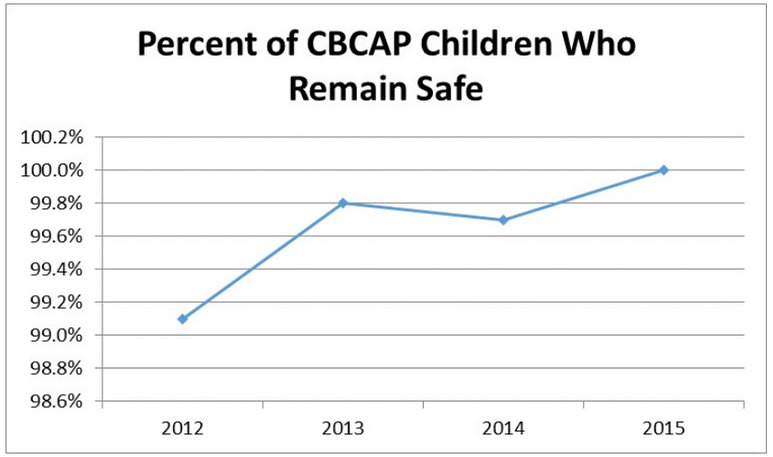
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Child Abuse Prevention Grants

Agency Ranking **26 out of 35**



Source: 2015 Annual Report & Data Book, DFPS



Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

The Community-Based Child Abuse Prevention Grant program (CBCAP) is a Prevention and Early Intervention (PEI) program that seeks to increase community awareness of existing prevention services, strengthen community and parental involvement in child abuse prevention efforts, and encourage families to engage in services that are already available.

These grants are allocated to states according to federal Child Abuse Prevention and Treatment Act legislation. The Administration for Children and Families of the federal Department of Health and Human Services sets criteria and guidelines for each year's federal CBCAP program. DFPS is required to apply for funds each year, and must agree to meet the criteria and guidelines to receive funding. Grants fund a variety of evidence-based child abuse and neglect prevention programs that address federal funding priorities and are consistent with DFPS prevention planning goals. CBPAP grants are awarded to institutions of higher education, crisis centers, child service providers and social marketing organizations. Services offered through CBCAP contracts include respite, parent education, fatherhood services, parent leadership, home visitation, and various special initiatives. These include the Help for Parents, Hope for Kids campaign, which reaches out to parents with advertising and inspirational testimonials, and runs a website for prevention and support services statewide.

Summary of Recommendations and Fiscal and Policy Issues

1. Excluding Direct Administration activity costs, recommendations for the 2018-19 biennium include a decrease of $1.4 million in All Funds as compared to the LBB 2016-17 adjusted base due to a lowered estimate of awards of Federal Funds, based on federal formulas.
2. The only performance measure the agency provided for this program was the number of grants awarded. According to the agency's 2015 Annual Report and Data Book, in fiscal year 2015, CBCAP served 1,468 families, and 100.0 percent of children in these families remained safe (although it is unclear over what time period).

Recommended Statutory Changes for Program Improvement

1. None identified by the agency.

Enhancement Opportunities

1. None identified by the agency.

Challenges to Operation of Program

1. None identified by the agency.

Program: Child Abuse Prevention Grants

Agency Ranking **26 out of 35**

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Although the agency reports a savings or cost in federal funds from this action, because this a federal formula grant the amount of federal funds received (which makes up most of the program's funding) would not change, increasing or decreasing appropriations would only impact General Revenue.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6aa: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Universal Prevention Services

Agency Ranking **27 out of 35**

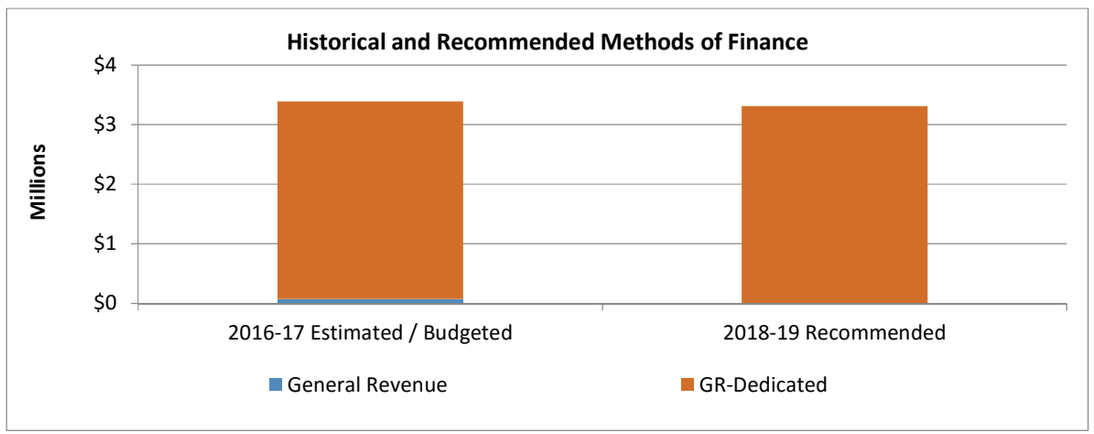
The Universal Prevention Services program is a voluntary program for Services for At-Risk Youth (STAR) participants to continue increasing knowledge and awareness of child maltreatment and promoting healthy parenting. The program contracts with community-based organizations to provide global child abuse and neglect prevention services such as 1) media campaigns; 2) parenting classes; 3) educational presentation; 4) public awareness campaigns; and 5) other child abuse and neglect awareness activities as needed.

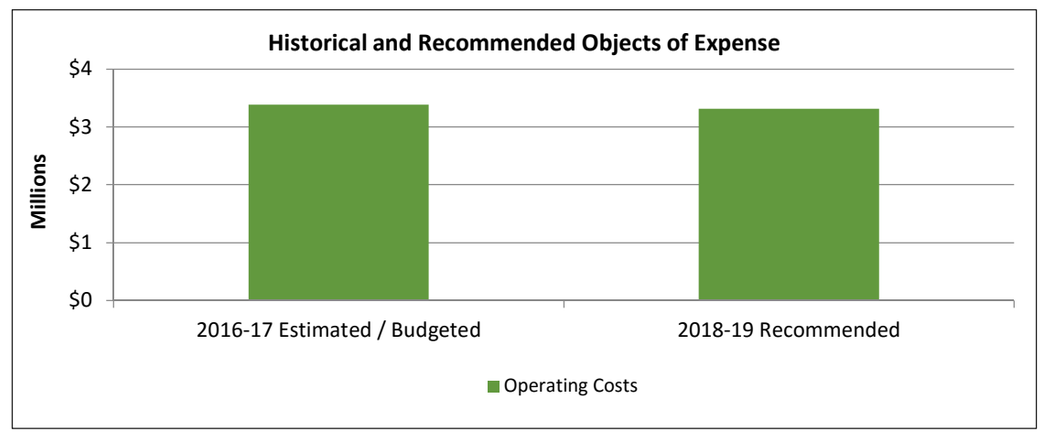
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40.

Year Implemented	1999	**Performance and/or**		**Revenue Supported**	Yes
Authority	Moderate	**Operational Issues**	Yes	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	Compliant
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Universal Prevention Services	$ 3,314,586	0.0	$ 3,314,586	0.0	100.0%
Direct Administration	$ 72,133	0.0	$ -	0.0	0.0%
Total	**$ 3,386,719**	**0.0**	**$ 3,314,586**	**0.0**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 3,314,586	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 3,314,586***	*100.0%*

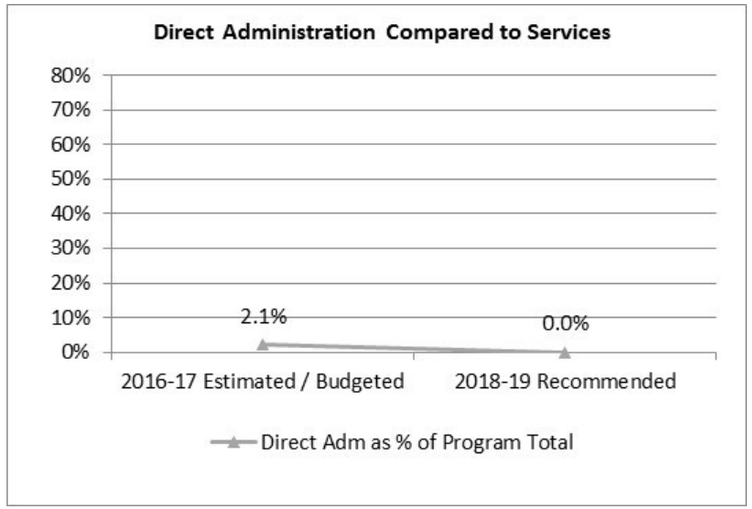




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Universal Prevention Services

Agency Ranking **27 out of 35**



Summary of Program and Activities

Universal prevention services are a component of the Services to At-Risk Youth (STAR) program within Prevention and Early Intervention (PEI). Universal prevention services are global child abuse and neglect prevention services such as media campaigns, parenting classes, and other child abuse and neglect awareness activities.

Universal Child Abuse Prevention services are voluntary for STAR program participants and are required to be available to the community at large, including all families regardless of level of risk, for the purpose of increasing knowledge and awareness of child maltreatment and the promotion of healthy parenting and family interaction. The types of activities may include: media campaigns, educational presentations, parenting classes, participation in community-wide events and public awareness campaigns associated with Child Abuse Prevention Month and/or other child abuse prevention campaigns.

Summary of Recommendations and Fiscal and Policy Issues

1. This program is funded with GR-dedicated operating account of the Child Abuse and Neglect and Prevention Trust Fund No. 5085 (also known as Children's Trust Fund).
2. The agency did not report any performance measures or results for this program. However, upon request, the agency indicated that in fiscal years 2014 through 2016, 1.2 million users visited the associated campaign websites and that in fiscal year 2015, 7,515 individuals received services through the Healthy Outcomes through Prevention and Early Support Program.

Recommended Statutory Changes for Program Improvement

1. None identified by the agency

Enhancement Opportunities

1. None identified by the agency

Challenges to Operation of Program

1. None identified by the agency

Funding Alternatives

1. Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.3 million in All Funds for the 2018-19 biennium and would result in more primary prevention services being administered by STAR providers. A decrease in funding would save a like amount in All Funds for the 2018-19 biennium and would decrease the amount of primary prevention services administered by STAR providers.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ab: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Community Youth Development (CYD) Program

Agency Ranking **28 out of 35**

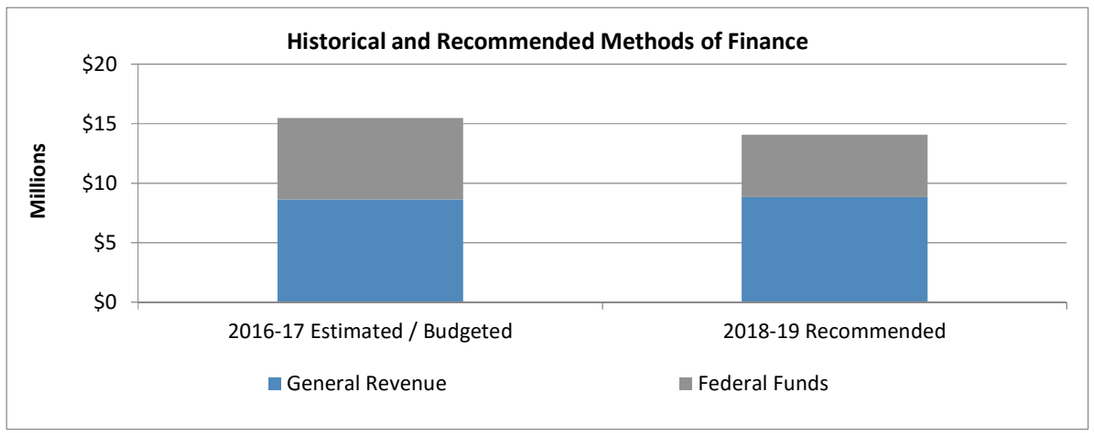
The Community Youth Development program provides contracted funding to communities with high incidence of juvenile crime for the purpose of developing comprehensive juvenile delinquency prevention approaches that support families and enhance positive youth development. This program currently serves areas of Amarillo, Austin, Brownsville, Corpus Christi, Dallas, El Paso, Fort Worth, Galveston, Houston, McAllen, San Antonio, Waco, Lubbock, and Pasadena.

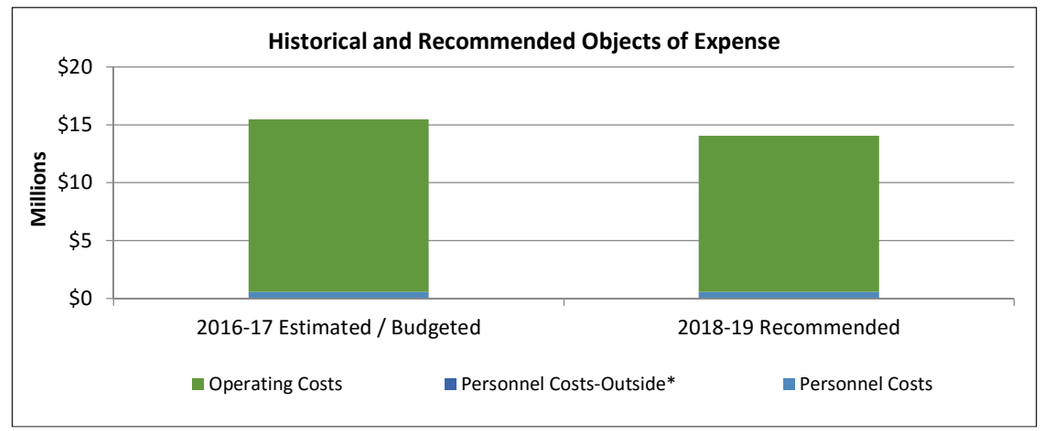
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40; Social Security Act, Secs. 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	1995	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Moderate	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Community Youth Development (CYD)	$ 14,537,665	0.0	$ 12,439,789	0.0	88.4%
Direct Administration	$ 933,725	4.6	$ 1,631,860	4.6	11.6%
Total	**$ 15,471,390**	**4.6**	**$ 14,071,649**	**4.6**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 14,071,649	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 14,071,649***	*100.0%*

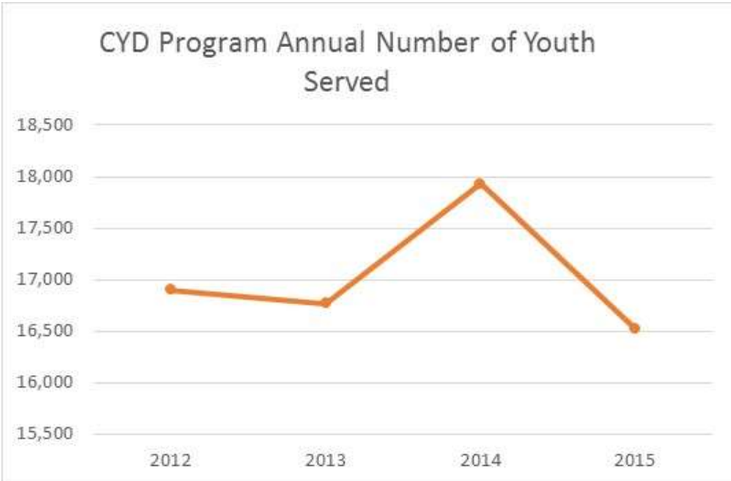




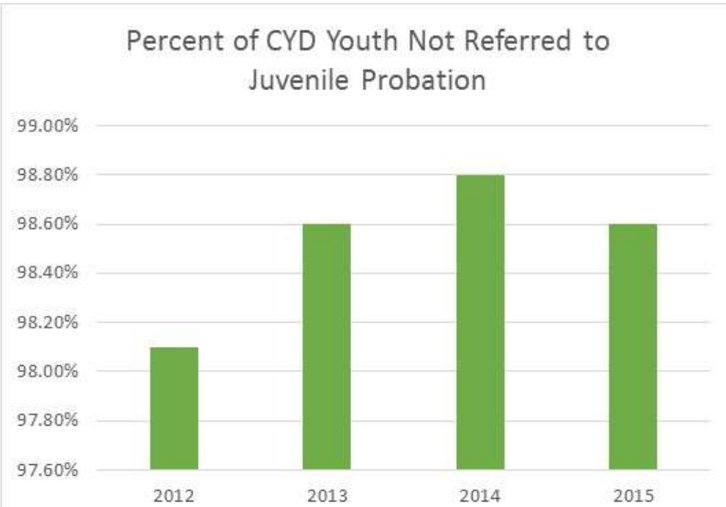
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Community Youth Development (CYD) Program

Agency Ranking **28 out of 35**



Source: 2015 Annual Report & Data Book, DFPS



Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

The Community Youth Development (CYD) program is a Prevention and Early Intervention (PEI) program that contracts with community-based organizations to develop juvenile delinquency prevention programs in zip codes with high juvenile crime rates. Approaches used include mentoring, youth employment, leadership development opportunities, and recreational activities. The goal of the program is a reduction in referrals to juvenile probation and an increase in protective factors by participating youth.

Summary of Recommendations and Fiscal and Policy Issues

1 Recommendations for the 2018-19 biennium reflect a decrease in funding related to the agency requested reallocation of indirect costs.

This program may use the Title IV-B program, Promoting Safe and Stable Families, which requires a 25.0 percent state match. This federal fund source is capped. This program may also use General Revenue and the GR-dedicated Child Abuse and Neglect Operating Fund (Account 5084) if appropriated. The agency tracks the percent of youth not referred to juvenile probation for CYD and reports that it is working with Texas A&M University to assess outcomes for the program, as required by statute for all PEI programs.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 According to the agency, program expansion to additional high-risk zip codes would improve the effectiveness of the program. The original eleven ZIP codes were determined by the CYD Interagency Planning Workgroup in 1995 as the ZIP codes with the highest incidence of juvenile violent crime in the State of Texas. The ZIP codes were expanded to thirteen in 1998 and to fifteen in 2000. Under the current solicitation, three or more additional ZIP codes will be added in FY 2017. The agency is proposing a total of 30 new zip codes be funded.

Challenges to Operation of Program

1 The agency reports that availability of statewide zip code data to adequately address need and cross agency data from TEA or other agencies related to youth measures such as graduation rates and adolescent health outcomes is challenging to obtain.

Program: Community Youth Development (CYD) Program

Agency Ranking **28 out of 35**

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $1.5 million in General Revenue Funds for the 2018-19 biennium and increase the number of youths that can be served and potentially the number of service areas. A decrease in funding would save $1.5 million in General Revenue Funds for the 2018-19 biennium and would either decrease the number of youths served or require changes to the scope of services provided by contractors.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ac: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Community-Based At-Risk Family Services

Agency Ranking **29 out of 35**

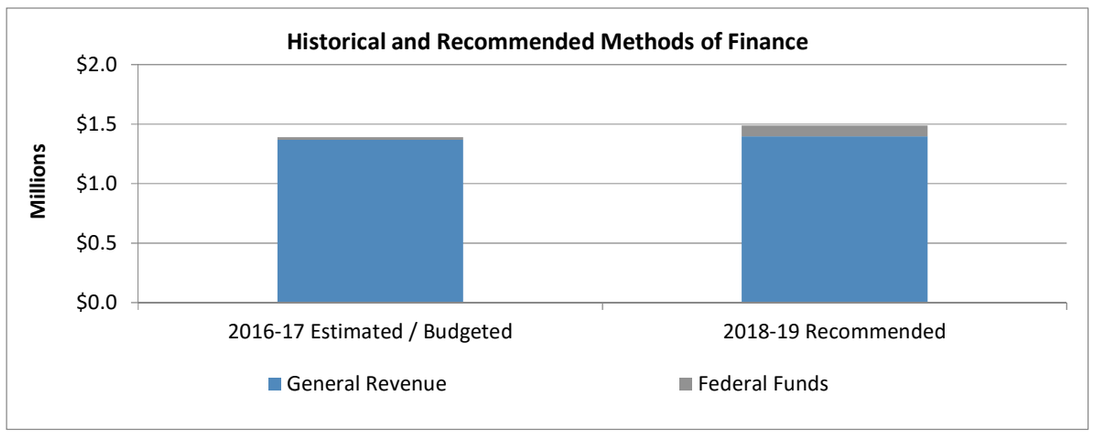
Community-Based At-Risk Family Services is a voluntary program designed to serve families after they have been investigated by CPS, but the findings were unsubstantiated. Services are community and evidence-based and include 1) home visitation; 2) case management; and 3) additional social services as needed, to help provide a safe and stable home environment for the child.

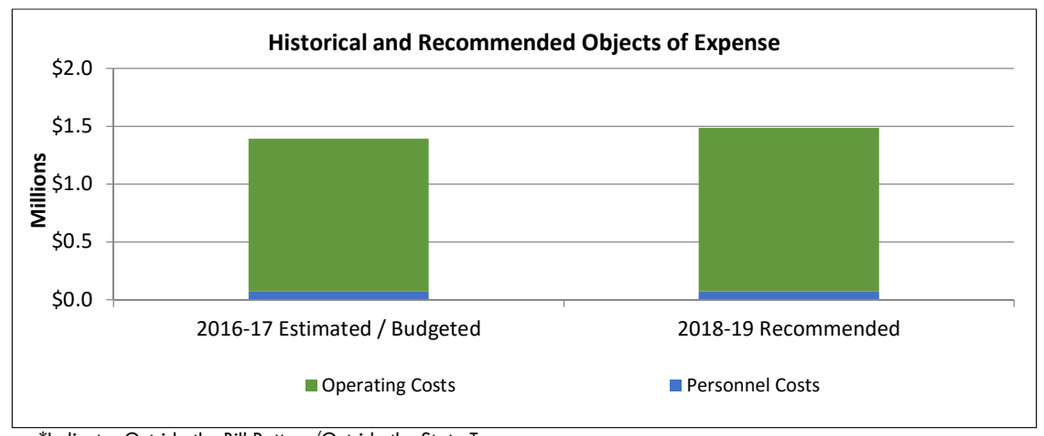
Legal Authority: Family Code, Ch. 264-5; and Human Resources Code, Ch. 40.

Year Implemented	2008	**Performance and/or Operational Issues**	No	**Revenue Supported**	Yes
Authority	Moderate			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	Compliant
Centrality	Strong	**Outsourced Services**	Partial		
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Community-Based At-Risk Family Services	$ 1,280,550	0.0	$ 1,280,511	0.0	86.1%
Direct Administration	$ 111,333	0.6	$ 206,938	0.6	13.9%
Total	**$ 1,391,883**	**0.6**	**$ 1,487,449**	**0.6**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 1,487,449	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 1,487,449***	*100.0%*

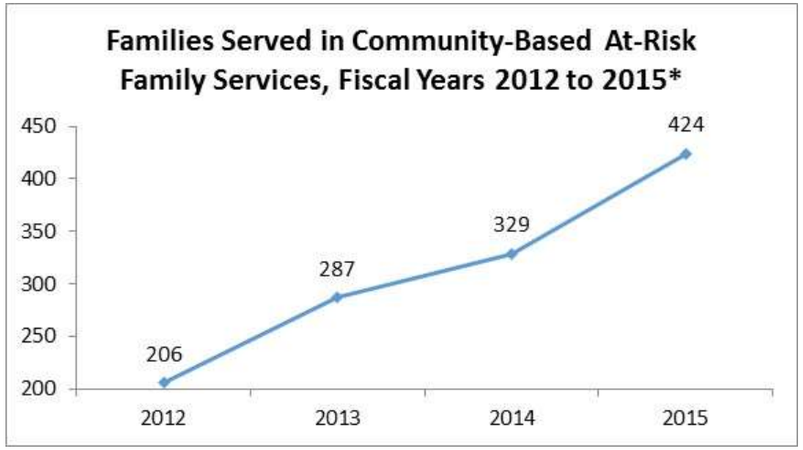




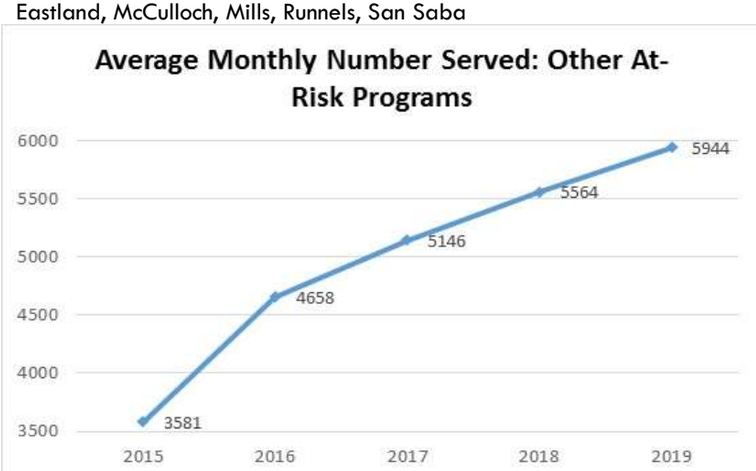
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Community-Based At-Risk Family Services

Agency Ranking **29 out of 35**



Source: Department of Family and Protective Services
* Counties served: 2012 and 2013 – Bexar, Guadalupe; 2014 – Bexar, Guadalupe, Runnels, Coleman, Brown, Comanche, Eastland; 2015 – Bexar, Guadalupe, Brown, Callahan, Coleman, Comanche, Eastland, McCulloch, Mills, Runnels, San Saba



Source: ABEST

Summary of Program and Activities

A statewide procurement process resulted in funding to the following 11 counties for Community-Based At-Risk Family Services, which is a part of the agency's Prevention and Early Intervention (PEI) program: Brown, Callahan, Coleman, Comanche, Eastland, McCulloch, Mills, Runnels, San Saba, Bexar and Guadalupe. Services provided under this program include home visitation, case management and additional social services to provide a safe and stable home environment for children in families that have had unsubstantiated investigations by CPS.

Summary of Recommendations and Fiscal and Policy Issues

1 Contracts for the Community-Based At-Risk Family Services program are funded with either General Revenue or the GR-Dedicated account of the Child Abuse and Neglect Trust Fund No. 5085 (also known as the Children's Trust Fund). GR-Dedicated funding has not been appropriated since the 2012-13 biennium.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency recommends consolidating funding from this program with the Texas Families: Together and Safe program to maximize program impact and reach.

Challenges to Operation of Program

1 The agency reports that retaining families in this voluntary program after an investigation by CPS is unsubstantiated is challenging.

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.1 million in General Revenue Funds for the 2018-19 biennium and would increase the number of families served by an average of 30 per month. A decrease in funding would save a like amount of General Revenue Funds and reduce the number of families served by the same amount.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ad: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Statewide Youth Services Network (SYSN)

Agency Ranking **30 out of 35**

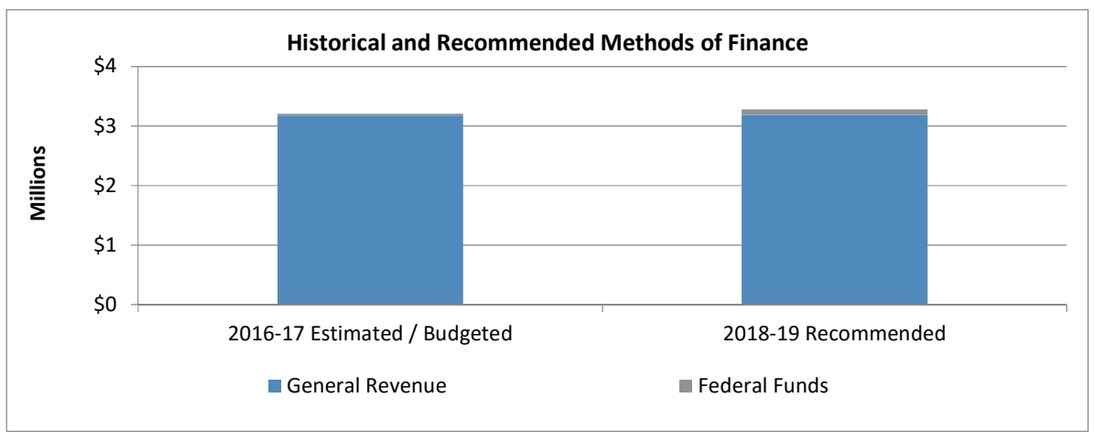
The SYSN program provides community and evidence-based juvenile delinquency prevention programs for youth between 6 and 17 in each region of the state. A variety of services are available that are designed to increase known protective factors to increase youth resiliency while also preventing juvenile delinquency.

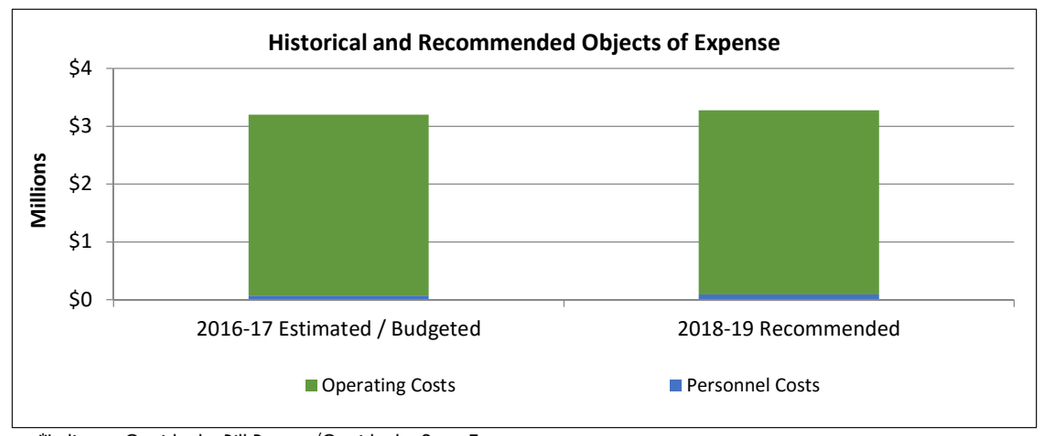
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40.

Year Implemented	2008	**Performance and/or**		**Revenue Supported**	No
Authority	Moderate	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Moderate	**Outsourced Services**	Partial	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Statewide Youth Services Network	$ 3,054,657	0.0	$ 3,053,924	0.0	93.2%
Direct Administration	$ 149,956	0.3	$ 224,436	0.3	6.8%
Total	**$ 3,204,613**	**0.3**	**$ 3,278,360**	**0.3**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 3,278,360	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 3,278,360***	*100.0%*

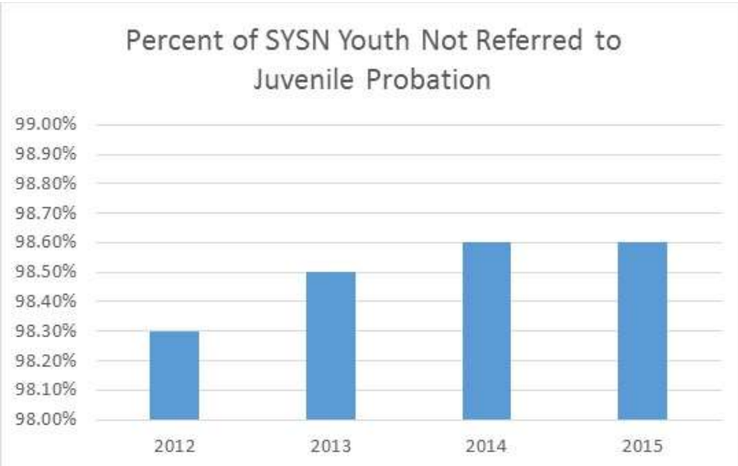




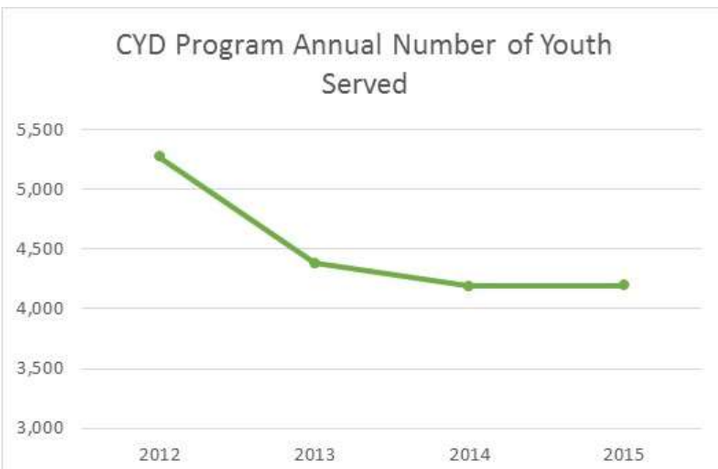
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Statewide Youth Services Network (SYSN)

Agency Ranking **30 out of 35**



Source: 2015 Annual Report & Data Book, DFPS



Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

SYSN is a Prevention and Early Intervention (PEI) program that provides community and evidence-based juvenile delinquency prevention programs in each DFPS region. Funding for the program is included in Strategy C.1.4, Other At-Risk Prevention Programs.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency did not report any performance measures or results for this program. However, according to the agency's 2015 Annual Report and Data Book, in fiscal year 2015, SYSN served 4,198 youth, and 98.6 percent of youth served were not referred to juvenile probation. Statute requires DFPS to periodically evaluate the effectiveness of PEI programs (Family Code, Section 265.004(c)). DFPS has commissioned a number of third-party evaluations of PEI programs, but this program has not been evaluated.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 According to the agency, the program could be expanded to serve additional youth and widen the service array. Currently, the target population is youth between the ages of 6 and 17 and must not include youth that have been adjudicated by the juvenile justice system, in child protective services (CPS) conservatorship, or who have an open CPS case involving possible abuse or neglect. The agency indicates that there are no barriers to altering the target population at this time unless there is a significant change in directive from the original rider intent.

Challenges to Operation of Program

1 None identified by the agency.

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.3 million in General Revenue Funds for the 2018-19 biennium and would result in an increase in services to youth. A decrease in funding would save approximately $0.3 million in General Revenue Funds for the 2018-19 biennium and reduce services provided to youth. In both cases, the number of youth that would be affected is unknown because the services that contractors would increase or decrease are unknown.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ae: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Runaway and Youth Hotline

Agency Ranking **31 out of 35**

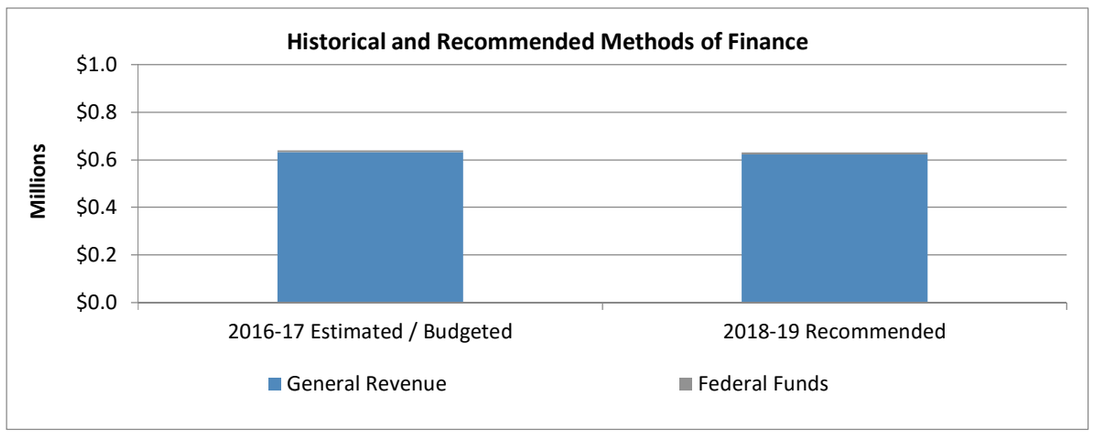
The Runaway Hotline program provides a toll-free hotline to offer crisis counseling and referrals for troubled youth and families. Volunteers help callers in need of 1) shelter; 2) food; 3) counseling; 4) medical assistance; 5) transportation; and 6) other services as needed.

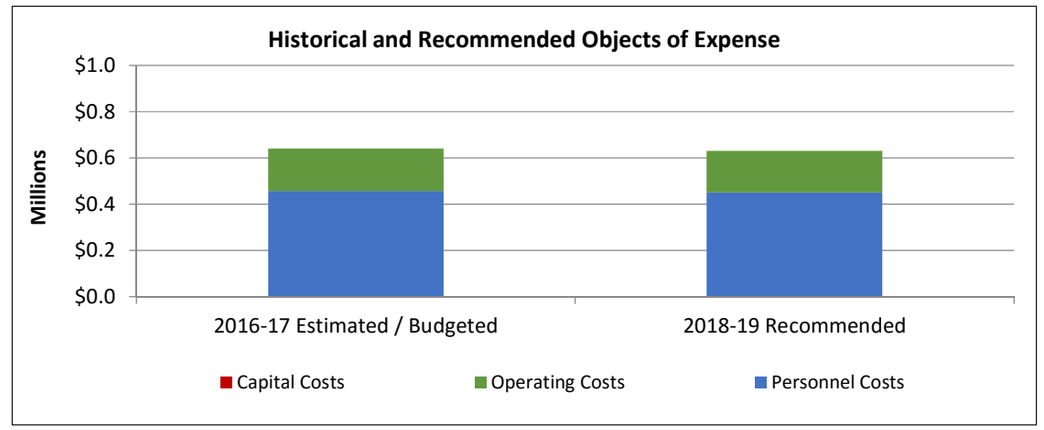
Legal Authority: Family Code, Ch. 264-5; and Human Resources Code, Ch. 40.

Year Implemented	1998	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	Strong			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Moderate	**Outsourced Services**	No		
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Runaway and Youth Hotline	$ 608,715	5.5	$ 611,554	5.5	97.0%
Direct Administration	$ 31,313	0.0	$ 18,729	0.0	3.0%
Total	**$ 640,028**	**5.5**	**$ 630,283**	**5.5**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 630,283	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 630,283***	*100.0%*

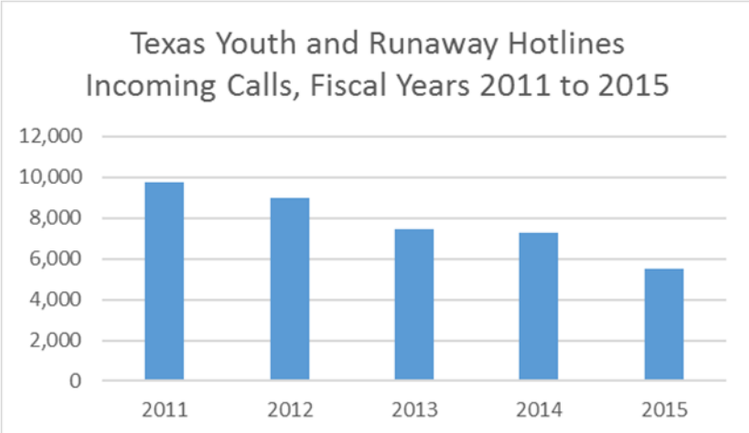




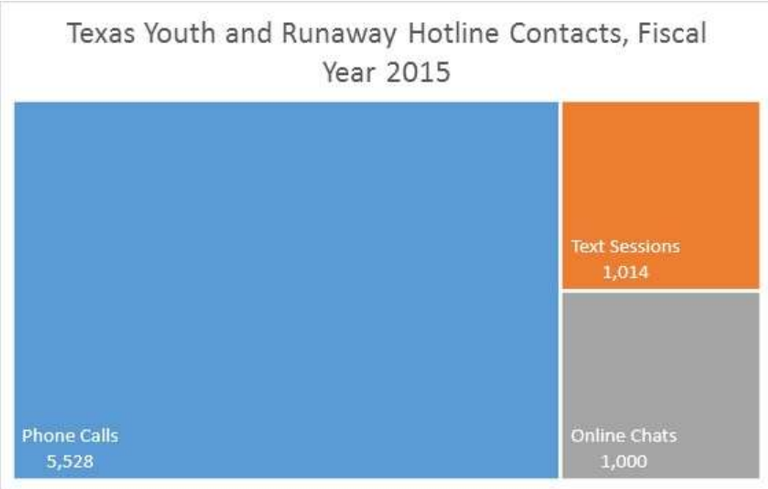
*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Runaway and Youth Hotline

Agency Ranking **31 out of 35**



Source: 2015 Annual Report & Data Book, DFPS



Source: 2015 Annual Report & Data Book, DFPS

Summary of Program and Activities

The toll-free Texas Runaway Hotline and Texas Youth Hotline is a Prevention and Early Intervention (PEI) program that helps callers in need of shelter, food, counseling, medical assistance, transportation, and other services. Services include crisis counseling and referrals for troubled youth and families. Volunteers answer the phones and interact with callers facing a variety of problems including family conflict, delinquency, truancy, and abuse and neglect issues. The program also increases public awareness through media efforts and printed materials. More than 1 million calls were answered through the hotline, and more than 47,000 people visited the Texas Youth and Runaway Hotline website in fiscal year 2015.

Summary of Recommendations and Fiscal and Policy Issues

1 The number of calls to the hotlines have been declining since 2010 as communication habits changed. In 2013, the two hotlines and their websites were merged into the Texas Youth and Runaway Hotline. In fiscal year 2014, the hotline launched services via text or chat, in hopes of reaching young people and others that prefer to communicate and receive information digitally.

According to the agency, no performance reviews have been conducted specifically related to this program.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 None identified by the agency.

Challenges to Operation of Program

1 None identified by the agency.

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $60,000 in All Funds for the 2018-19 biennium and would be used to support an additional FTE which could result in lower hold times and more services delivered to youth. A decrease in funding would save approximately $60,000 in All Funds for the 2018-19 biennium and could affect funds available to pay for incoming 1-800 calls and/or the amount of paid staff that oversee the hotline. This could result in longer hold times which may increase call abandonment or reduce services provided to youth.

Program: Runaway and Youth Hotline

Agency Ranking **31 out of 35**

2 The General Revenue-Dedicated Account, Child Abuse Neglect and Prevention Trust No. 5085, could be used as a potential method of finance for Runaway and Youth Hotline services, in lieu of General Revenue Funds. The GR-D account is to be used for child abuse and neglect prevention program and contained a balance of $12.9 million available for certification at the end of fiscal year 2016. Prevention services for the Runaway and Youth Hotline include one-on-one solution focus assistance in deterrence of running away, avoiding family conflict, and a variety of social issues. Services include referral to appropriate programs including DFPS Prevention and Early Intervention contracted providers and HHS programs for issues such as substance abuse and mental health. This change would result in a GR savings of $0.6 million in the 2018-19 biennium and a reduction in GR-D Child Abuse Neglect Prevention funds of a like amount.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6af: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Texas Families: Together and Safe

Agency Ranking **32 out of 35**

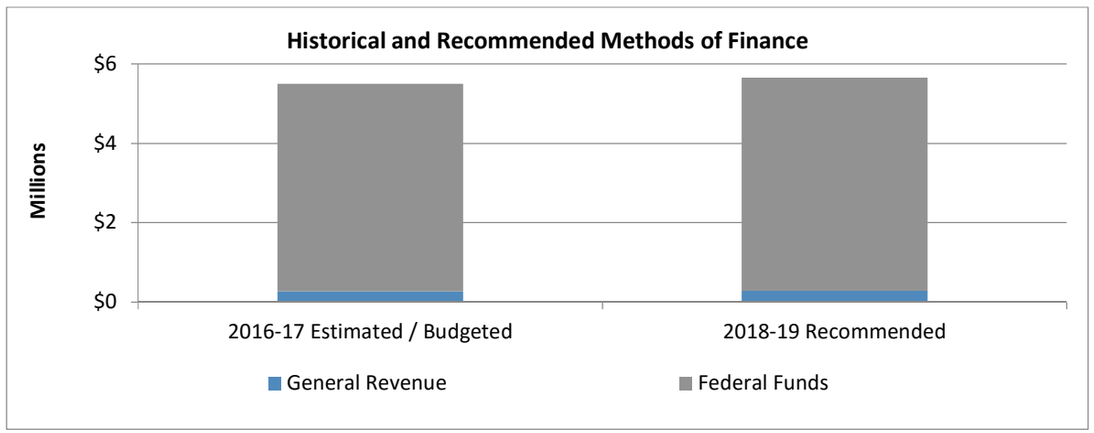
This program provides funding to community organizations for services to 1) alleviate stress and promote parental competencies and behaviors that will increase the ability of families to successfully nurture their children; 2) connect families to community resources; and 3) create supportive networks to enhance child rearing abilities of parents. This program currently serves Bexar, Brazos, Brown, Burleson, Callahan, Cameron, Coleman, Comanche, Eastland, Grimes, Hidalgo, Kerr, Leon, Madison, Nueces, McCulloch, Mills, Robertson, Runnels, San Saba, and Tarrant counties.

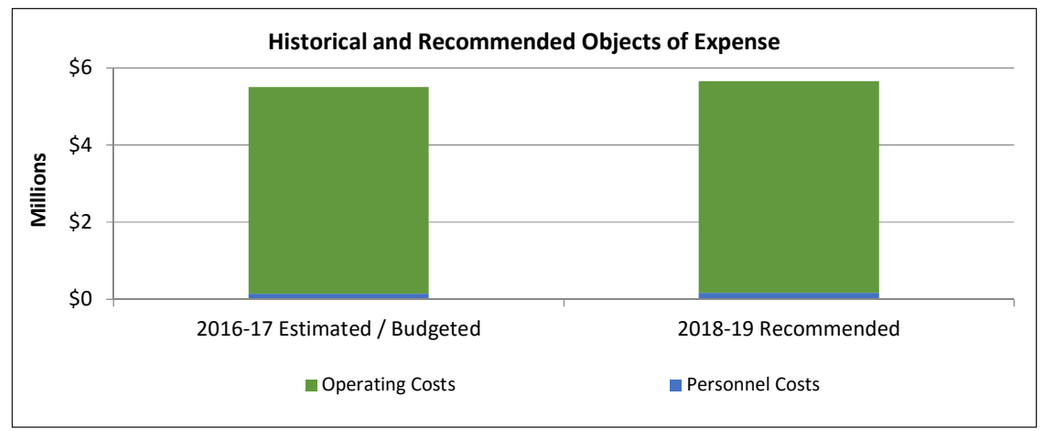
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40; Social Security Act, Secs. 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	1995	**Performance and/or Operational Issues**	No	**Revenue Supported**	No
Authority	Moderate			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Strong	**Outsourced Services**	Partial		
Service Area	Regional	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Texas Families: Together and Safe	$ 5,220,565	0.0	$ 5,220,565	0.0	92.4%
Direct Administration	$ 280,718	0.9	$ 431,231	0.9	7.6%
Total	**$ 5,501,283**	**0.9**	**$ 5,651,796**	**0.9**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 5,651,796	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 5,651,796***	*100.0%*

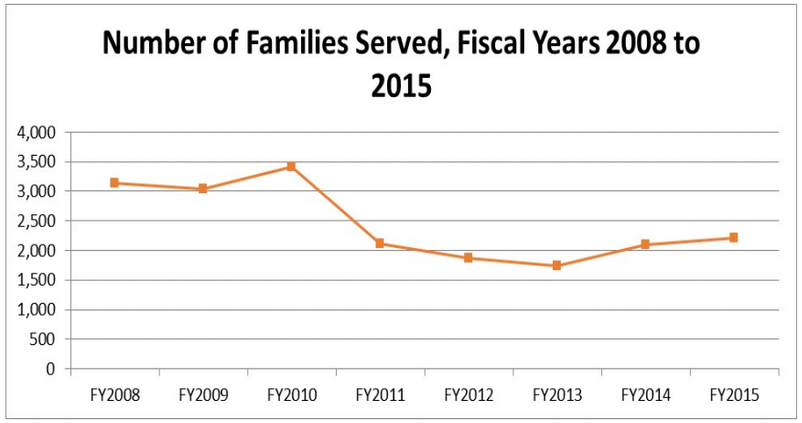




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Texas Families: Together and Safe

Agency Ranking **32 out of 35**



Source: Department of Family and Protective Services

Number of Primary Caregivers With Increase in Protective Factors Score, Fiscal Year 2015

Region(s) Served	Vendor	Family Functioning	Social Support	Concrete Support	Child Development, Parenting Knowledge	Bonding, Nurturing & Attachment
Austin	Project Unity	88.5%	66.2%	77.1%	89.1%	67.7%
Abilene, Austin, and Midland	Family Services Center	55.9%	45.1%	37.3%	53.9%	52.9%
San Antonio, Edinburg	Baptist Children Family Services	59.8%	50.2%	48.6%	56.9%	46.1%
Arlington	Catholic Charities Dioces of Fort Worth	71.0%	63.0%	54.2%	66.8%	57.6%

Source: Department of Family and Protective Services

Summary of Program and Activities

The Texas Families: Together and Safe (TFTS) program is a DFPS Prevention and Early Intervention (PEI) program that provides funding for evidence-based, community-based programs that have demonstrated they are able to relieve stress and promote better parenting skills as well as help families become self-sufficient and nurture their children. According to DFPS, there are four goals for the TFTS program: (1) improve the availability of family support services; (2) improve the efficiency and effectiveness of community-based family support services; (3) enable children to remain in their homes; and (4) help local programs, government agencies, and families work together. The program is primarily federally funded, with a 25.0 percent required match. According to DFPS, the match is provided by local program contractors. Four vendors currently operate as local program contractors and serve 20 counties across the state. These vendors provide classes to teach parenting skills, address behavioral problems in children, and improve communication and conflict resolution skills. When applicable, they also provide assistance to help families obtain necessary items such as clothing and baby items. In fiscal year 2015, these vendors served 2,208 families through the program (with 99.5 percent of children served remaining safe, although it is not clear over what time period). In the same year $2.2 million was expended for the program.

Summary of Recommendations and Fiscal and Policy Issues

1 The agency did not provide any performance measures for the program. According to statute, the program is required to use an evidenced-based program model, and since 2006 used the Protective Factors Survey to measure outcomes. This is a self-administered survey that measures protective factors in five areas: family functioning/resiliency, social support, concrete support, nurturing and attachment, and knowledge of parenting/child development. The number of primary caregivers with increases in the protective factors measured by this survey for fiscal year 2015 are included to the left.

Recommended Statutory Changes for Program Improvement

1 None identified by the agency.

Enhancement Opportunities

1 The agency indicated consolidating funding for this program into a single youth and families strategy would maximize program impact and reach. The agency indicated this would allow families to be served and connected to a variety of services at a single entry point and allow communities to build larger collaboration between service providers.

Program: Texas Families: Together and Safe

Agency Ranking **32 out of 35**

Challenges to Operation of Program

1 This program is primarily funded through a capped federal formula grant. Additionally, according to the agency, federal funds for the program could be reduced slightly as a result of sequestration.

Funding Alternatives

1 Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Although the agency reports a savings or cost in federal funds from this action, because this a federal formula grant the amount of federal funds received (which makes up most of the program's funding) would not change, increasing or decreasing funding would only impact General Revenue.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ag: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: At-Risk Prevention Program Support

Agency Ranking 33 out of 35

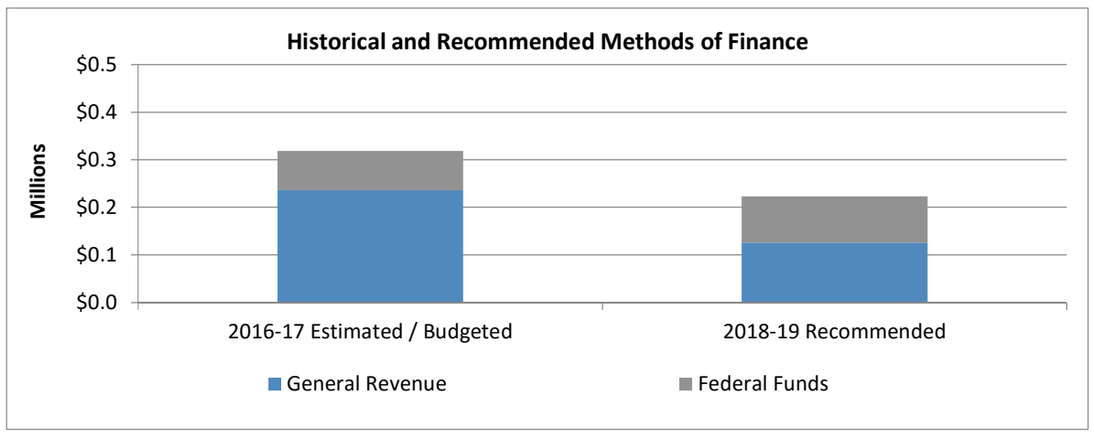
This program includes the functions necessary to provide direct support and management of the prevention and intervention (PEI) programs within the agency. These functions include 1) contract management and monitoring of service contracts; 2) prevention program development and implementation; 3) training and technical assistance to contracted services providers; and 4) management of service provider client data.

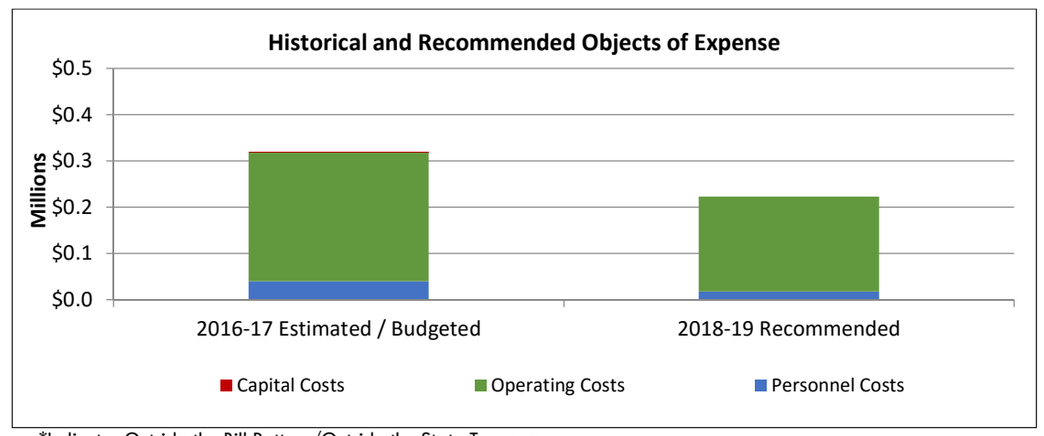
Legal Authority: Family Code, Ch. 264-5; Human Resources Code, Ch. 40; Social Security Act, Secs. 422 and 432; and CFR Title 45, Subtitle B, Chapter XIII, Parts 1340, 1355, and 1357.

Year Implemented	1999	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	No	**Appropriate Use of Constitutional and**	
Centrality	Moderate	**Outsourced Services**	No	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Family & Nutrition Services		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Direct Administration	$ 319,009	0.6	$ 223,098	0.6	100.0%
Total	**$ 319,009**	**0.6**	**$ 223,098**	**0.6**	**100.0%**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ 223,098	100%
Funds Outside the State Treasury	$ -	0.0%
Total	***$ 223,098***	*100.0%*

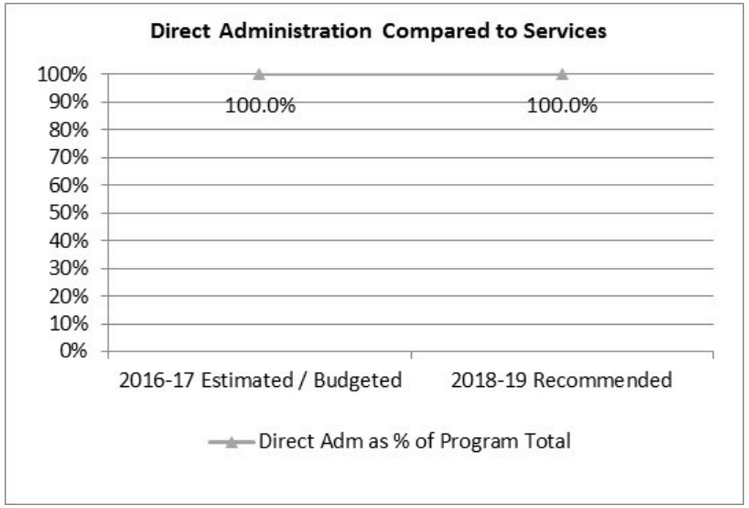


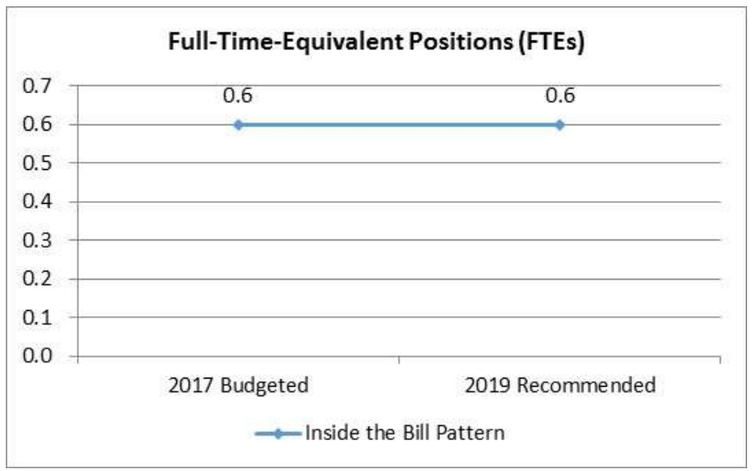


*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: At-Risk Prevention Program Support

Agency Ranking 33 out of 35





Summary of Program and Activities

At-Risk Prevention Program Support includes the functions necessary to provide direct support and management of prevention and early intervention (PEI) programs. These functions include contract management and monitoring of services, prevention program development and implementation, training and technical assistance to contracted service providers, and management of client data supplied by providers.

Summary of Recommendations and Fiscal and Policy Issues

1. This program may use the Title IV-B program funds, Promoting Safe and Stable Families, that requires a 25 percent state match, and the Social Services Block Grant that does not require a match. These federal funds are capped and may not be available for additional resource needs. This program also uses General Revenue and the GR-dedicated Child Abuse and Neglect Operating Fund (Account 5084).
2. The agency did not report any performance measures or results for this program.

Recommended Statutory Changes for Program Improvement

1. None identified by the agency.

Enhancement Opportunities

1. According to the agency, adding full-time equivalent positions to the At-risk Prevention and Support program would allow the division to meet its growing demand and strengthen programs.

Challenges to Operation of Program

1. None identified by the agency.

Funding Alternatives

1. Despite identifying the need for additional staff to enhance the program, the agency did not provide any funding alternatives.
2. Upon request, the agency estimated the impact of increasing and decreasing funding for this program by 10.0 percent. Increasing funding would cost approximately $0.3 million in All Funds in the 2018-19 biennium which the agency would use to serve more clients. A decrease in funding would save approximately $0.3 million in All Funds in the 2018-19 biennium and reduce administrative support for the program.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ah: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: APS Facility/Provider Investigations

Agency Ranking **34 out of 35**

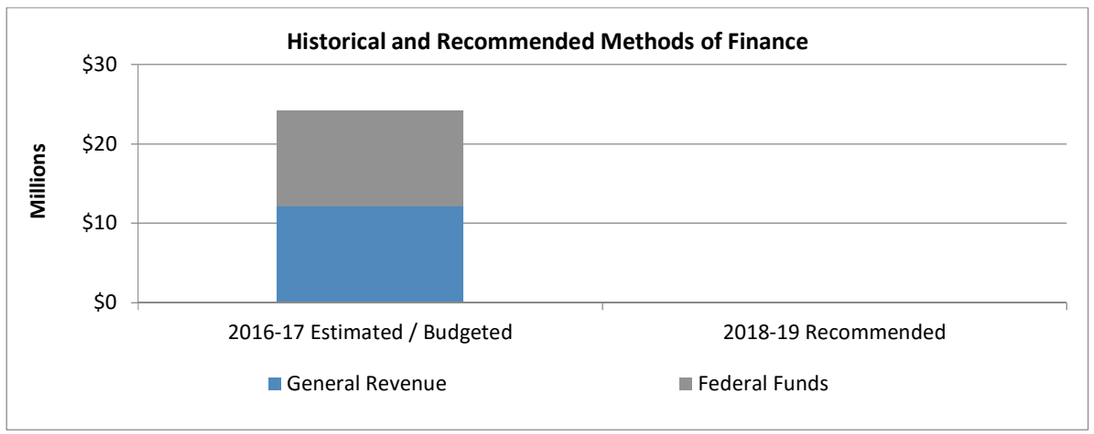
The Adult Protective Services Facility/Provider program protects elderly adults (age 65 and older), adults with disabilities (age 18 - 64) and persons with disabilities under age 18 declared legal adults, by investigating reports of abuse, neglect and exploitation in 1) State Hospitals; 2) State Supported Living Centers; 3) Intermediate Care Facilities for Persons with Intellectual Disabilities; 4) community mental health and intellectual disabilities centers; and 5) other contracted providers of services. Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, this program transfers to the Health and Human Services Commission (HHSC) in fiscal year 2018.

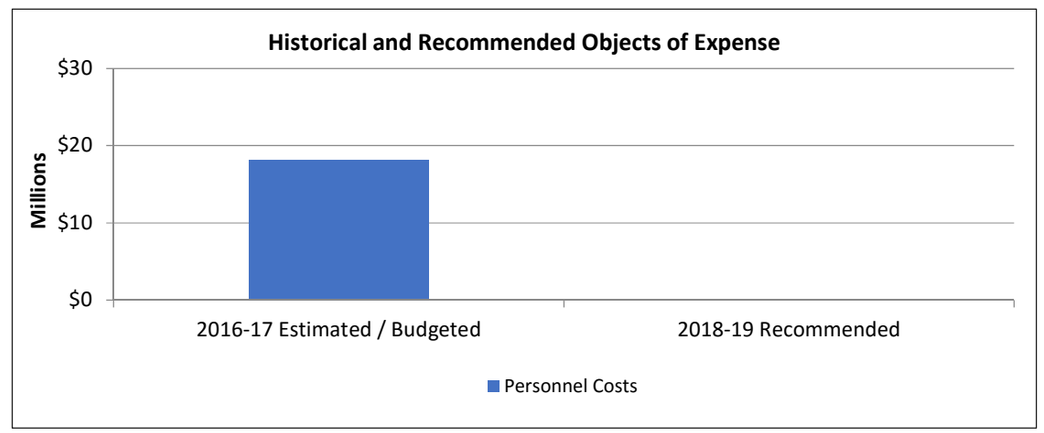
Legal Authority: N/A

Year Implemented	1900	**Performance and/or**		**Revenue Supported**	No
Authority	Strong	**Operational Issues**	Qualified	**Appropriate Use of Constitutional and**	
Centrality	Strong	**Outsourced Services**	N/A	**General Revenue-Dedicated Funds**	N/A
Service Area	Statewide	**State Service(s)**	Health Care - Rehabilitation, Disability & Long Term Care		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
APS Facility/Provider Investigations	$ 24,186,935	191.5	$ -	0.0	N/A
Direct Administration	$ -	0.0	$ -	0.0	N/A
Total	**$ 24,186,935**	**191.5**	**$ -**	**0.0**	**N/A**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ -	N/A
Funds Outside the State Treasury	$ -	N/A
Total	***$ -***	*N/A*

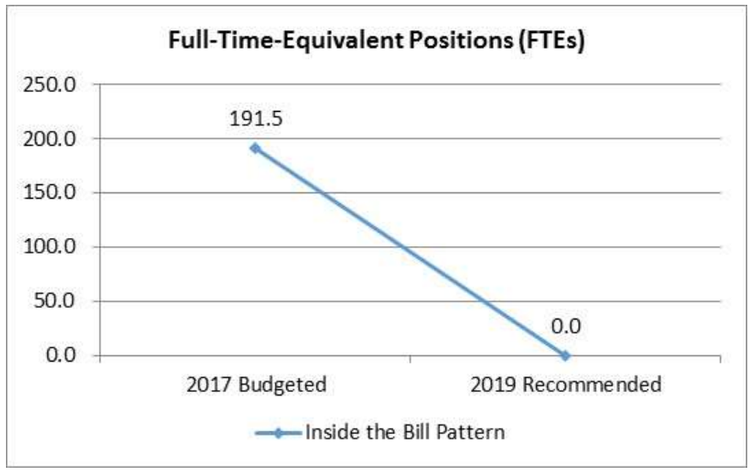




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: APS Facility/Provider Investigations

Agency Ranking **34 out of 35**



Summary of Program and Activities

The APS Facility/Provider Investigations program investigates reports of abuse, neglect and exploitation of consumers of state services in state-operated mental health facilities, state supported living centers (SSLCs), Rio Grande Center, private Intermediate Care Facilities, Community Centers and contracted providers in the Home and Community-based Services (HCS) and Home Living Medicaid waiver programs, home and community-based service (HCBS) providers, including those in managed care. The agency must contact the provider once a complaint is filed. DFPS investigators then conduct a comprehensive review which concludes with a formal report to the provide so that appropriate actions, such as employee termination, can take place.

Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, Adult Protective Services were split between In-Home and Facility/Provider Investigations. In-Home services will remain at DFPS, and Facility/Provider services will transfer to the Health and Human Services Commission (HHSC) by fiscal year 2018. This transfer is expected to include responsibility for investigating state-owned facilities, which may create a potential conflict of interest as HHSC would be regulating facilities for which they are responsible. See program summary for APS In-Home Direct Delivery Staff for more information.

Family and Protective Services, Department of

Strategic Fiscal Review Appendix 6ai: Program Summary

(Includes Programs from All Funding Sources - Both Inside and Outside the State Treasury)

Program: Child Care Regulation

Agency Ranking **35 out of 35**

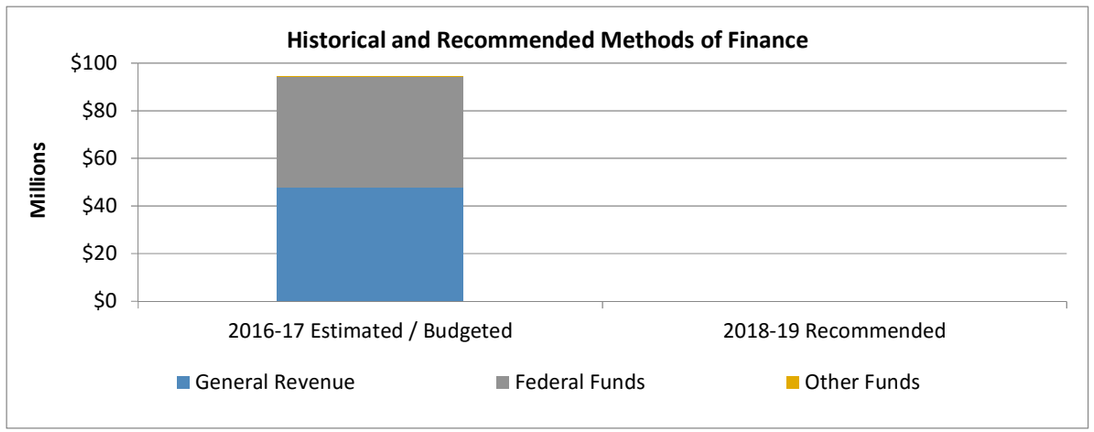
The Child Care Regulation program provides the regulation of day care providers, child placing agencies, residential child care, and administrators of residential childcare. Regulatory services enforce minimum standards through routine inspections of operations and investigations of complaints alleging non-compliance received through Statewide Intake. Pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015, this program transfers to the Health and Human Services Commission (HHSC) in fiscal year 2018.

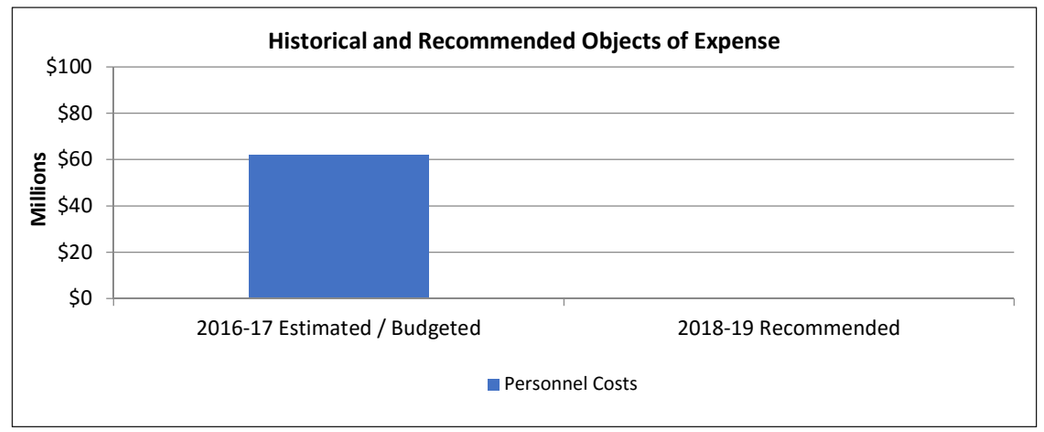
Legal Authority: N/A

Year Implemented	1974	**Performance and/or Operational Issues**	Qualified	**Revenue Supported**	No
Authority	Weak			**Appropriate Use of Constitutional and General Revenue-Dedicated Funds**	N/A
Centrality	Moderate	**Outsourced Services**	No		
Service Area	Statewide	**State Service(s)**	Business & Workforce Development & Regulation		

Major Activities	2016-17 Estimated / Budgeted	2017 FTEs	2018-19 Recommended	2019 FTEs	% of Total
Child Care Regulation	$ 94,649,365	380.0	$ -	0.0	N/A
Direct Administration	$ -	0.0	$ -	0.0	N/A
Total	**$ 94,649,365**	**380.0**	**$ -**	**0.0**	**N/A**

	2018-19 Recommended	% of Total
Funds Inside the State Treasury	$ -	N/A
Funds Outside the State Treasury	$ -	N/A
Total	***$ -***	N/A

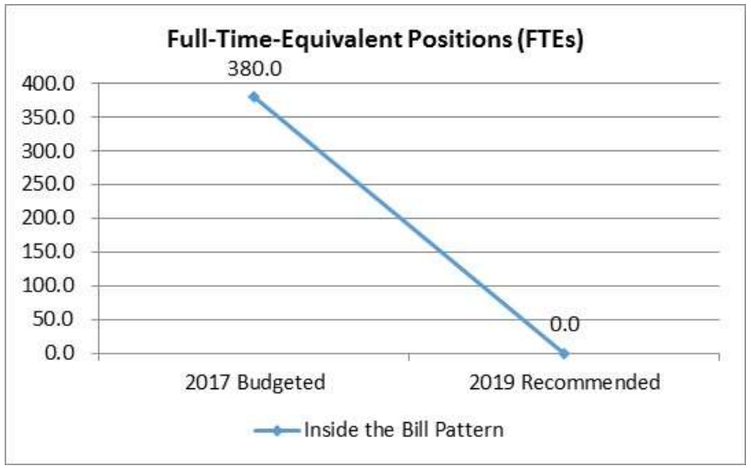




*Indicates Outside the Bill Pattern/Outside the State Treasury.

Program: Child Care Regulation

Agency Ranking **35 out of 35**



Summary of Program and Activities

The Child Care Regulation Program regulates day care, child placing agencies, residential child care, and administrators of residential childcare. This program includes enforcement of minimum standards by routine inspections of operations and investigations of complaints alleging non-compliance. Pursuant to Senate Bill 200, Eighty-fourth Legislature, Regular Session, 2015, this program transfers to the Health and Human Services Commission (HHSC) in fiscal year 2018.

Family and Protective Services, Department of
Appendices - House

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** Information is included in the presentation section of the packet

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
STATEWIDE INTAKE SERVICES A.1.1	**$43,145,983**	**$43,996,628**	**$850,645**	**2.0%**	
GENERAL REVENUE FUNDS	$17,151,282	$17,859,628	$708,346	4.1%	Recommendations reflect a $0.7 million increase due to the following: - **$0.2 million decrease** related to the one-time pay down of accrued staff overtime from 240 to 140 hours; - **$3.8 million increase** for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$0.4 million decrease** for agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; and - **$2.5 million decrease** related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
FEDERAL FUNDS	$25,994,701	$26,137,000	$142,299	0.5%	
Total, Goal A, STATEWIDE INTAKE SERVICES	**$43,145,983**	**$43,996,628**	**$850,645**	**2.0%**	
GENERAL REVENUE FUNDS	$17,151,282	$17,859,628	$708,346	4.1%	
FEDERAL FUNDS	$25,994,701	$26,137,000	$142,299	0.5%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
CPS DIRECT DELIVERY STAFF B.1.1	**$1,211,112,688**	**$1,425,971,052**	**$214,858,364**	**17.7%**	Recommendations reflect a net $214.9 million increase due to the following: - **$175.8 million net increase**, $230.2 million increase in General Revenue and $54.4 million decrease in Federal Funds, related to the maintenance of critical funding needs into the 2018-19 biennium; - **$3.8 million decrease**, $3.4 million in General Revenue and $0.4 million in Federal Funds, related to the one-time pay down of accrued staff overtime from 240 to 140 hours; - **$24.5 million increase**, $14.9 million in General Revenue and $9.6 million in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$29.5 million decrease**, $13.3 million in General Revenue and $16.2 million in Federal Funds, for agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; - **$4.3 million increase**, $2.2 million General Revenue and $2.1 million Federal Funds, for the reallocation of funds reduced from the Computer Device replacement schedule adjustment (see Selected Fiscal and Policy Issues 11, Capital Budget) to fully fund FTEs appropriated to this program; - **$45.6 million increase** in General Revenue related to salary and travel reallocated to fully fund FTEs appropriated across the agency; and - **$2.0 million decrease** in Appropriated Receipts collected from counties for the shared staff reimbursement to align with the recommended number of CPS Direct Delivery caseworkers.
GENERAL REVENUE FUNDS	$722,264,706	$990,647,507	$268,382,801	37.2%	
FEDERAL FUNDS	$473,666,687	$422,170,957	($51,495,730)	(10.9%)	
OTHER FUNDS	$15,181,295	$13,152,588	($2,028,707)	(13.4%)	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
CPS PROGRAM SUPPORT B.1.2	**$97,546,500**	**$97,805,067**	**$258,567**	**0.3%**	Recommendations reflect a net $0.3 million increase due to the following: - **$2.0 million increase**, $1.9 million in General Revenue and $0.1 million decrease in Federal Funds, related to the maintenance of critical funding needs into the 2018-19 biennium; - **$2.2 million increase**, $1.9 million in General Revenue and $0.3 in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$9.5 million decrease**, $3.5 million in General Revenue and $6.0 million in Federal Funds, for agency reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; - **$6.1 million increase** in General Revenue related to salary and travel reallocated to fully fund FTEs appropriated across the agency; - **$0.1 million decrease** in Federal Funds related to the anticipated loss of the Refugee and Entrant Assistance Grant (see Selected Fiscal and Policy Issue 10, Unaccompanied Refugee Minor Program); and - **$0.4 million decrease** in Other Funds related to agency requested reallocations.
GENERAL REVENUE FUNDS	$34,515,338	$40,888,187	$6,372,849	18.5%	
FEDERAL FUNDS	$62,451,597	$56,714,734	($5,736,863)	(9.2%)	
OTHER FUNDS	$579,565	$202,146	($377,419)	(65.1%)	
TWC CONTRACTED DAY CARE B.1.3	**$127,747,692**	**$139,348,471**	**$11,600,779**	**9.1%**	
GENERAL REVENUE FUNDS	$97,600,136	$108,488,713	$10,888,577	11.2%	Recommendations reflect a **$10.9 million increase** to reflect LBB forecasted growth primarily due to expected increases in caseload and cost growth (see Selected Fiscal and Policy Issues 4, Entitlement and Forecast Programs & Appropriations).
FEDERAL FUNDS	$30,147,556	$30,859,758	$712,202	2.4%	Recommendations reflect a **$0.7 million increase** for caseload and cost growth in foster day care.

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
ADOPTION PURCHASED SERVICES B.1.4	**$19,873,848**	**$20,130,624**	**$256,776**	**1.3%**	
GENERAL REVENUE FUNDS	$9,681,178	$9,681,178	$0	0.0%	
FEDERAL FUNDS	$10,192,670	$10,449,446	$256,776	2.5%	
POST - ADOPTION/POST - PERMANENCY B.1.5	**$7,421,161**	**$6,976,442**	**($444,719)**	**(6.0%)**	
GENERAL REVENUE FUNDS	$1,955,493	$1,944,514	($10,979)	(0.6%)	
FEDERAL FUNDS	$5,465,668	$5,031,928	($433,740)	(7.9%)	
PAL PURCHASED SERVICES B.1.6	**$20,838,366**	**$18,330,466**	**($2,507,900)**	**(12.0%)**	
GENERAL REVENUE FUNDS	$1,495,476	$1,209,698	($285,778)	(19.1%)	
FEDERAL FUNDS	$19,332,890	$17,110,768	($2,222,122)	(11.5%)	Recommendations reflect a $2.2 million decrease due to the following: - **$0.3 million decrease** for agency reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; and - **$1.9 million decrease** to reflect anticipated reductions in the federal Chafee Education and Training Vouchers Program grant.
OTHER FUNDS	$10,000	$10,000	$0	0.0%	
SUBSTANCE ABUSE PURCHASED SERVICES B.1.7	**$17,164,841**	**$17,136,828**	**($28,013)**	**(0.2%)**	
GENERAL REVENUE FUNDS	$16,455,882	$15,837,922	($617,960)	(3.8%)	Recommendations reflect **$0.6 million decrease** for the TANF MOF swap to maximize TANF Funds for direct delivery staff (see Selected Fiscal and Policy Issue 8, Temporary Assistance for Needy Families Method of Finance Swap).
FEDERAL FUNDS	$708,959	$1,298,906	$589,947	83.2%	Recommendations reflect a **$0.6 million increase** for the TANF MOF swap.

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
OTHER CPS PURCHASED SERVICES B.1.8	**$89,408,925**	**$78,305,102**	**($11,103,823)**	**(12.4%)**	
GENERAL REVENUE FUNDS	$42,907,719	$42,907,230	($489)	(0.0%)	Decrease to reflect updated FMAP projections.
FEDERAL FUNDS	$46,501,206	$35,397,872	($11,103,334)	(23.9%)	Recommendations reflect a $11.1 million decrease due to the following: - **$1.1 million increase** for agency reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; and - **$12.2 million decrease** related to the anticipated loss of the federal Refugee and Entrant Assistance grant.
FOSTER CARE PAYMENTS B.1.9	**$845,641,698**	**$842,550,223**	**($3,091,475)**	**(0.4%)**	
GENERAL REVENUE FUNDS	$353,436,042	$362,190,416	$8,754,374	2.5%	Recommendations reflect a $8.8 million increase related to the following: - **$7.9 million increase** for an increase in the number of child specific contracts offset by a reduction in average cost for each contract; and - **$0.6 million increase** to maintain the fiscal year 2017 foster care redesign rate for each fiscal year of the 2018-19 biennium; - **$0.5 million increase** to cover anticipated decrease in Title IV-E Federal Funds; - **$9.2 million increase** for the net impact of TANF MOF swaps; - **$7.6 million decrease** related to the projected case mix; - **$1.1 million decrease** to reflect the net more favorable FMAP; and - **$0.9 million decrease** to remove additional funding in the base to cover the leap year that occurred in the 2016-17 biennium.
FEDERAL FUNDS	$490,240,656	$478,394,807	($11,845,849)	(2.4%)	Recommendations reflect a $11.8 million decrease related to the following: - **$9.2 million decrease** for the net impact of TANF MOF swaps; - **$1.1 million increase** to reflect the net more favorable FMAP; - **$0.5 million decrease** in Title IV-E Federal Funds; - **$0.3 million decrease** to remove additional funding in the base to cover the leap year that occurred in the 2016-17 biennium; - **$3.2 million decrease** related to the projected case mix; and - **$0.3 million increase** to maintain the fiscal year 2017 foster care redesign rate for each fiscal year of the 2018-19 biennium.
OTHER FUNDS	$1,965,000	$1,965,000	$0	0.0%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
ADOPTION/PCA PAYMENTS B.1.10	**$523,597,220**	**$573,428,122**	**$49,830,902**	**9.5%**	
GENERAL REVENUE FUNDS	$274,015,350	$291,981,483	$17,966,133	6.6%	Recommendations reflect a $17.9 million increase related to the following: - **$24.4 million increase** for caseload growth; - **$4.5 million decrease** to reflect anticipated increase in Title IV-E eligibility; - **$1.8 million decrease** to reflect the net more favorable FMAP; and - **$0.2 million decrease** related to the net decline in average monthly costs.
FEDERAL FUNDS	$249,581,870	$281,446,639	$31,864,769	12.8%	Recommendations reflect a $31.9 million increase related to the following: - **$25.5 million increase** for caseload growth; - **$4.5 million increase** to reflect anticipated increase in Title IV-E eligibility; and - **$1.8 million increase** to reflect the net more favorable FMAP.
RELATIVE CAREGIVER PAYMENTS B.1.11	**$24,198,340**	**$24,708,910**	**$510,570**	**2.1%**	
GENERAL REVENUE FUNDS	$5,886,872	$5,008,910	($877,962)	(14.9%)	Recommendations reflect a $0.9 million decrease related to the following: - **$1.4 million decrease** related to the TANF MOF swap; and - **$0.5 million increase** related to caseload growth.
FEDERAL FUNDS	$18,311,468	$19,700,000	$1,388,532	7.6%	Recommendations reflect a **$1.4 million increase** due to the TANF swap in this strategy.
Total, Goal B, CHILD PROTECTIVE SERVICES	**$2,984,551,279**	**$3,244,691,307**	**$260,140,028**	**8.7%**	
GENERAL REVENUE FUNDS	$1,560,214,192	$1,870,785,758	$310,571,566	19.9%	
FEDERAL FUNDS	$1,406,601,227	$1,358,575,815	($48,025,412)	(3.4%)	
OTHER FUNDS	$17,735,860	$15,329,734	($2,406,126)	(13.6%)	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
STAR PROGRAM C.1.1	**$47,224,723**	**$47,224,721**	**($2)**	**(0.0%)**	
GENERAL REVENUE FUNDS	$28,848,180	$28,848,178	($2)	(0.0%)	
GR DEDICATED	$11,371,403	$11,371,403	$0	0.0%	
FEDERAL FUNDS	$7,005,140	$7,005,140	$0	0.0%	
CYD PROGRAM C.1.2	**$14,537,665**	**$12,439,789**	**($2,097,876)**	**(14.4%)**	
GENERAL REVENUE FUNDS	$7,916,574	$7,916,574	$0	0.0%	
FEDERAL FUNDS	$6,621,091	$4,523,215	($2,097,876)	(31.7%)	Recommendations reflect a **$2.1 million decrease** related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
CHILD ABUSE PREVENTION GRANTS C.1.3	**$8,436,106**	**$7,214,315**	**($1,221,791)**	**(14.5%)**	Recommendations reflect a net **$1.2 million decrease** representing a $0.3 million increase in General Revenue and $1.5 million decrease in Federal Funds, related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
GENERAL REVENUE FUNDS	$5,250	$327,528	$322,278	6,138.6%	
FEDERAL FUNDS	$8,384,208	$6,867,387	($1,516,821)	(18.1%)	
OTHER FUNDS	$46,648	$19,400	($27,248)	(58.4%)	
OTHER AT-RISK PREVENTION PROGRAMS C.1.4	**$50,090,133**	**$48,727,651**	**($1,362,482)**	**(2.7%)**	
GENERAL REVENUE FUNDS	$50,090,133	$48,727,651	($1,362,482)	(2.7%)	Recommendations reflect a **$1.4 million decrease** related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
HOME VISITING PROGRAMS C.1.5	**$46,957,634**	**$57,186,670**	**$10,229,036**	**21.8%**	Recommendations reflect a net **$10.2 million increase,** $1.4 million in General Revenue and $8.9 million in Federal Funds, related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
GENERAL REVENUE FUNDS	$11,913,901	$641,338	($11,272,563)	(94.6%)	
FEDERAL FUNDS	$35,043,733	$56,545,332	$21,501,599	61.4%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
AT-RISK PREVENTION PROGRAM SUPPORT C.1.6	**$9,691,214**	**$13,215,174**	**$3,523,960**	**36.4%**	
GENERAL REVENUE FUNDS	$6,016,644	$7,284,505	$1,267,861	21.1%	Recommendations reflect a $1.3 million increase due to the following: - **$3.9 million increase** to annualize funding for the Prevention Services programs that transferred from the Health and Human Services Commission (HHSC) with 27.0 FTEs pursuant to Senate Bill 200, Eighty-fourth Legislature, 2015 (SB 200); and - **$2.6 million decrease** related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
FEDERAL FUNDS	$3,674,570	$5,930,669	$2,256,099	61.4%	Recommendations reflect a **$2.3 million increase** related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
Total, Goal C, PREVENTION PROGRAMS	**$176,937,475**	**$186,008,320**	**$9,070,845**	**5.1%**	
GENERAL REVENUE FUNDS	$104,790,682	$93,745,774	($11,044,908)	(10.5%)	
GR DEDICATED	$11,371,403	$11,371,403	$0	0.0%	
FEDERAL FUNDS	$60,728,742	$80,871,743	$20,143,001	33.2%	
OTHER FUNDS	$46,648	$19,400	($27,248)	(58.4%)	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
APS DIRECT DELIVERY STAFF D.1.1	**$93,186,316**	**$95,465,175**	**$2,278,859**	**2.4%**	
GENERAL REVENUE FUNDS	$61,776,314	$64,821,661	$3,045,347	4.9%	Recommendations reflect a $3.0 million increase due to the following: - **$0.1 million increase** related to the maintenance of critical funding needs into the 2018-19 biennium; - **$0.6 million decrease** related to the pay down of accrued staff overtime from 240 to 140 hours; - **$6.3 million increase** for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; and - **$2.8 million decrease** related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
FEDERAL FUNDS	$31,410,002	$30,643,514	($766,488)	(2.4%)	Recommendations reflect a $0.8 million decrease due to the following: - **$0.2 million increase** for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; and - **$1.0 million decrease** related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
APS PROGRAM SUPPORT D.1.2	**$12,159,568**	**$11,365,261**	**($794,307)**	**(6.5%)**	
GENERAL REVENUE FUNDS	$6,260,430	$6,694,757	$434,327	6.9%	Recommendations reflect a $0.4 million increase due to the following:
FEDERAL FUNDS	$5,849,138	$4,620,504	($1,228,634)	(21.0%)	Recommendations reflect a **$1.2 million decrease** related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
OTHER FUNDS	$50,000	$50,000	$0	0.0%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
APS PURCHASED EMERGENCY CLIENT SVCS D.1.3	**$18,806,635**	**$18,799,637**	**($6,998)**	**(0.0%)**	
GENERAL REVENUE FUNDS	$4,949,523	$4,949,523	$0	0.0%	
FEDERAL FUNDS	$13,850,112	$13,850,114	$2	0.0%	
OTHER FUNDS	$7,000	$0	($7,000)	(100.0%)	Recommendations reflect a decrease related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
Total, Goal D, ADULT PROTECTIVE SERVICES	**$124,152,519**	**$125,630,073**	**$1,477,554**	**1.2%**	
GENERAL REVENUE FUNDS	$72,986,267	$76,465,941	$3,479,674	4.8%	
FEDERAL FUNDS	$51,109,252	$49,114,132	($1,995,120)	(3.9%)	
OTHER FUNDS	$57,000	$50,000	($7,000)	(12.3%)	
CENTRAL ADMINISTRATION E.1.1	**$38,576,634**	**$38,897,308**	**$320,674**	**0.8%**	Recommendations reflect a net $0.3 million increase due to the following: - **$0.5 million increase**, $0.4 million in General Revenue and $0.1 in Federal Funds related to the maintenance of critical funding needs into the 2018-19 biennium; - **$1.4 million increase**, $1.3 million in General Revenue and $0.1 in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$9.4 million increase**, $7.0 million in in General Revenue and $2.4 million in Federal Funds, for agency related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; and - **$11.0 million decrease** in General Revenue related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
GENERAL REVENUE FUNDS	$21,229,590	$18,962,072	($2,267,518)	(10.7%)	
FEDERAL FUNDS	$17,347,044	$19,935,236	$2,588,192	14.9%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
OTHER SUPPORT SERVICES E.1.2	**$19,340,565**	**$20,237,053**	**$896,488**	**4.6%**	Recommendations reflect a net $0.9 million increase due to the following: - **$3.0 million increase**, $2.7 million in in General Revenue and $0.3 million in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$7.6 million increase**, $2.8 million in General Revenue and $4.8 million in Federal Funds, for agency related to the agency requested reallocation of funding related to the reallocation of 99.5 FTEs into this strategy; and - **$9.8 million decrease** in General Revenue related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
GENERAL REVENUE FUNDS	$12,678,474	$8,401,123	($4,277,351)	(33.7%)	
FEDERAL FUNDS	$6,622,865	$11,713,888	$5,091,023	76.9%	
OTHER FUNDS	$39,226	$122,042	$82,816	211.1%	
REGIONAL ADMINISTRATION E.1.3	**$1,742,746**	**$1,861,486**	**$118,740**	**6.8%**	
GENERAL REVENUE FUNDS	$835,376	$502,966	($332,410)	(39.8%)	Recommendations reflect a $0.3 million decrease due to the following: - **$0.6 million increase** for agency related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; and - **$0.9 million decrease** related to salary and travel reallocated to fully fund FTEs appropriated across the agency.
FEDERAL FUNDS	$907,370	$1,358,520	$451,150	49.7%	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
IT PROGRAM SUPPORT E.1.4	**$78,987,110**	**$81,857,980**	**$2,870,870**	**3.6%**	Recommendations reflect a net $2.9 million increase due to the following: - **$5.8 million increase**, $5.3 million in General Revenue and $0.5 million in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$2.8 million increase**, $3.0 million increate in General Revenue and $0.2 million decrease in Federal Funds, for agency related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration; - **$4.8 million decrease** in General Revenue related to salary and travel reallocated to fully fund FTEs appropriated across the agency; and - **$0.8 million decrease** in Other Funds related to the completion of a one-time Interagency Contract with HHSC related to The Stephen Group CPS Transformation contract.
GENERAL REVENUE FUNDS	$45,263,286	$48,620,964	$3,357,678	7.4%	
FEDERAL FUNDS	$32,923,824	$33,237,016	$313,192	1.0%	
OTHER FUNDS	$800,000	$0	($800,000)	(100.0%)	
Total, Goal E, INDIRECT ADMINISTRATION	**$138,647,055**	**$142,853,827**	**$4,206,772**	**3.0%**	
GENERAL REVENUE FUNDS	$80,006,726	$76,487,125	($3,519,601)	(4.4%)	
FEDERAL FUNDS	$57,801,103	$66,244,660	$8,443,557	14.6%	
OTHER FUNDS	$839,226	$122,042	($717,184)	(85.5%)	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
AGENCY-WIDE AUTOMATED SYSTEMS F.1.1	**$117,640,628**	**$56,404,397**	**($61,236,231)**	**(52.1%)**	Recommendations reflect a net $61.2 million decrease due to the following: - **$1.2 million increase**, $1.1 million in General Revenue and $0.1 in Federal Funds related to the maintenance of critical funding needs into the 2018-19 biennium; - **$53.1 million decrease**, $40.7 million in General Revenue and $12.4 million in Federal Funds, for the reallocation of one-time funding for capital projects in the 2016-17 biennium for the Casework System Modernization, Statewide Intake ACD Replacement, Prevention and Early Intervention databases, FINDRS, and Cybersecurity Advancement; - **$4.2 million decrease**, $2.1 million in General Revenue and $2.1 million in Federal Funds, for the reallocation of funds reduced from the Computer Device replacement schedule adjustment (see Selected Fiscal and Policy Issues 11, Capital Budget) to fully fund FTEs appropriated to this program; and - **$5.1 million decrease** in Federal Funds related to the agency requested reallocation of funding for indirect costs to Strategies in Goal E, Indirect Administration.
GENERAL REVENUE FUNDS	$79,723,288	$38,044,490	($41,678,798)	(52.3%)	
FEDERAL FUNDS	$37,917,340	$18,359,907	($19,557,433)	(51.6%)	
Total, Goal F, AGENCY-WIDE AUTOMATED SYSTEMS	**$117,640,628**	**$56,404,397**	**($61,236,231)**	**(52.1%)**	
GENERAL REVENUE FUNDS	$79,723,288	$38,044,490	($41,678,798)	(52.3%)	
FEDERAL FUNDS	$37,917,340	$18,359,907	($19,557,433)	(51.6%)	
CHILD CARE REGULATION G.1.1	**$94,649,365**	**$0**	**($94,649,365)**	**(100.0%)**	Recommendations reflect a $48.4 million decrease in General Revenue, $46.2 million in Federal Funds, $0.4 million in Other Funds, and 727.9 FTEs related to the transfer of programs to HHSC pursuant to SB 200.
GENERAL REVENUE FUNDS	$48,134,733	$0	($48,134,733)	(100.0%)	
FEDERAL FUNDS	$46,153,858	$0	($46,153,858)	(100.0%)	
OTHER FUNDS	$360,774	$0	($360,774)	(100.0%)	

Family and Protective Services, Department of
Funding Changes and Recommendations - House, by Strategy -- Supplemental

Strategy/Fund Type/Goal	2016-17 Base	2018-19 Recommended	Biennial Change	% Change	Comments
APS FACILITY/PROVIDER INVESTIGATION G.1.2	**$24,186,935**	**$0**	**($24,186,935)**	**(100.0%)**	Recommendations reflect a $12.4 million decrease in General Revenue, $11.8 million in Federal Funds, and 217.5 FTEs related to the transfer of programs to HHSC pursuant to SB 200.
GENERAL REVENUE FUNDS	$12,363,702	$0	($12,363,702)	(100.0%)	
FEDERAL FUNDS	$11,823,233	$0	($11,823,233)	(100.0%)	
Total, Goal G, HHS SUNSET LEGIS-HISTORICAL FUNDING	**$118,836,300**	**$0**	**($118,836,300)**	**(100.0%)**	
GENERAL REVENUE FUNDS	$60,498,435	$0	($60,498,435)	(100.0%)	
FEDERAL FUNDS	$57,977,091	$0	($57,977,091)	(100.0%)	
OTHER FUNDS	$360,774	$0	($360,774)	(100.0%)	
Grand Total, All Agency	**$3,703,911,239**	**$3,799,584,552**	**$95,673,313**	**2.6%**	
GENERAL REVENUE FUNDS	$1,975,370,872	$2,173,388,716	$198,017,844	10.0%	
GR DEDICATED	$11,371,403	$11,371,403	$0	0.0%	
FEDERAL FUNDS	$1,698,129,456	$1,599,303,257	($98,826,199)	(5.8%)	
OTHER FUNDS	$19,039,508	$15,521,176	($3,518,332)	(18.5%)	

Family and Protective Services, Department of
Summary of Federal Funds - House
(Dollar amounts in Millions)

Program	Est 2016	Bud 2017	Rec 2018	Rec 2019	2016-17 Base	2018-19 Rec	2018-19 Rec % Total	Recommended Over/(Under) Base	% Change from Base
Temporary Assistance for Needy Families	$319.2	$373.4	$314.8	$314.7	$692.6	$629.5	**39.4%**	**($63.2)**	**(9.1%)**
Foster Care Title IV-E	$172.3	$173.3	$173.4	$173.6	$347.0	$347.0	**21.7%**	**($0.5)**	**(0.3%)**
Adoption Assistance Title IV-E	$113.3	$118.4	$126.9	$135.6	$231.8	$262.5	**16.4%**	**$30.7**	**13.2%**
Promoting Safe and Stable Families	$29.8	$29.8	$29.8	$29.8	$59.5	$59.5	**3.7%**	**$0.0**	**0.0%**
Social Services Block Grant	$32.2	$32.2	$27.8	$27.8	$64.4	$55.6	**3.5%**	**($8.8)**	**(13.7%)**
Child Welfare Services State Grants	$24.0	$27.5	$24.0	$24.0	$51.6	$48.1	**3.0%**	**($3.5)**	**(6.8%)**
Maternal, Infant and Early Childhood Home Visiting	$0.0	$0.0	$17.2	$17.2	$0.0	$34.4	**2.2%**	**$34.4**	**0.0%**
Adoption Assistance Title IV-E Administration	$11.0	$12.1	$12.5	$12.5	$23.1	$25.0	**1.6%**	**$1.9**	**8.2%**
Child Care and Development Block Grant	$31.9	$31.2	$11.8	$11.8	$63.1	$23.6	**1.5%**	**($39.5)**	**(62.6%)**
Foster Care Title IVE Training	$12.0	$12.9	$10.2	$10.2	$24.9	$20.5	**1.3%**	**($4.5)**	**(17.9%)**
Adoption Incentive Payments	$6.7	$10.2	$10.2	$10.2	$16.8	$20.3	**1.3%**	**$3.5**	**20.6%**
Medical Assistance Program	$12.1	$13.2	$10.0	$10.0	$25.2	$20.0	**1.3%**	**($5.2)**	**(20.6%)**
Independent Living	$9.0	$9.1	$9.4	$9.4	$18.2	$18.9	**1.2%**	**$0.7**	**3.9%**
Guardianship Assistance	$5.5	$6.3	$6.5	$6.1	$11.7	$12.6	**0.8%**	**$0.8**	**6.9%**
Community-Based Resource Centers	$4.3	$4.3	$3.8	$3.8	$8.6	$7.5	**0.5%**	**($1.1)**	**(12.4%)**
Chafee Education and Training Vouchers Program	$4.0	$4.2	$3.1	$3.1	$8.1	$6.2	**0.4%**	**($2.0)**	**(24.0%)**
Child Abuse and Neglect State Grants	$2.9	$1.9	$1.9	$1.9	$4.7	$3.7	**0.2%**	**($1.0)**	**(20.5%)**
Promoting Safe & Stable Families: Caseworker Visits	$1.5	$1.5	$1.5	$1.5	$3.0	$3.0	**0.2%**	**$0.0**	**0.0%**
Guardianship Assistance	$1.1	$0.8	$0.7	$0.7	$1.9	$1.4	**0.1%**	**($0.5)**	**(26.3%)**
Adoption Assistance Training	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	**0.0%**	**$0.0**	**11.2%**
ACA Home Visiting Program	$4.8	$18.7	$0.0	$0.0	$23.5	$0.0	**0.0%**	**($23.5)**	**(100.0%)**
ACA Home Visitation Grant - Competitive	$5.7	$0.0	$0.0	$0.0	$5.7	$0.0	**0.0%**	**($5.7)**	**(100.0%)**
Refugee and Entrant Assistance	$6.2	$6.6	$0.0	$0.0	$12.8	$0.0	**0.0%**	**($12.8)**	**(100.0%)**
Children's Justice Grants to States	$0.2	$0.0	$0.0	$0.0	$0.2	$0.0	**0.0%**	**($0.2)**	**(100.0%)**
Adoption Opportunities	$0.4	$0.4	$0.0	$0.0	$0.7	$0.0	**0.0%**	**($0.7)**	**(100.0%)**
Elder Abuse Prevention Interventions Program	$0.2	$0.0	$0.0	$0.0	$0.2	$0.0	**0.0%**	**($0.2)**	**(100.0%)**
TOTAL:	**$810.3**	**$887.8**	**$795.4**	**$803.9**	**$1,699.6**	**$1,599.3**	**100.0%**	**($100.8)**	**(5.9%)**

Family and Protective Services, Department of
Summary of Ten Percent Biennial Base Reduction Options - House

Priority	Item	Description/Impact	Biennial Reduction Amounts GR & GR-D	All Funds	FTEs	Potential Revenue Loss	Reduction as % of Program GR/GR-D Total	Included in Introduced Bill?
1)	Reallocation of One-Time Capital Funding - Statewide Intake Services	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$3,371,615	$3,414,123	0.0	$0	18%	No
	Reallocation of One-Time Capital Funding - CPS Direct Delivery Staff	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$14,928,139	$16,649,899	0.0	$0	1%	No
	Reallocation of One-Time Capital Funding - CPS Program Support	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$1,857,630	$2,180,770	0.0	$0	8%	No
	Reallocation of One-Time Capital Funding - APS In-Home Direct Delivery Staff	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$6,266,579	$6,534,275	0.0	$0	9%	No
	Reallocation of One-Time Capital Funding - APS Program Support	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$326,884	$340,734	0.0	$0	5%	No
	Reallocation of One-Time Capital Funding - Indirect Administration	One-time capital funding in the 2016-17 biennium that was reallocated across 2018-19 strategies to meet projected future needs.	$4,031,774	$4,419,182	0.0	$0	12%	No
2)	Continuation of One-Time Performance Bonus for CPS Direct Delivery Caseworkers - CPS Direct Delivery Staff	One-time funding in the 2016-17 biennium to provide one-time merit bonuses to reward CPS caseworkers based on high-quality performance. The funding for this program was continued in the 2018-19 biennium in Strategy B.1.1, CPS Direct Delivery Staff for the same purpose.	$3,701,126	$4,113,588	0.0	$0	0.4%	No
TOTAL, 10% Reduction Options			**$34,483,747**	**$37,652,571**	**0.0**	**$0**		

REDIRECT CHILD SUPPORT FOR CHILDREN IN FOSTER CARE TO MAXIMIZE REIMBURSEMENT OF FOSTER CARE PAYMENTS

The options in this report would result in a net positive fiscal impact of $1.8 million to the General Revenue Fund for the 2018–19 biennium, but it is assumed that these funds would be appropriated by the Legislature to address funding needs within the state foster care system. The options would ensure that the child support collected on behalf of children in foster care is used for the care and maintenance of children while in the state's care and would ensure proper accounting of excess child support funds for all children in foster care.

When a court places a child under the conservatorship of the state, represented by the Texas Department of Family and Protective Services, the state assumes parental responsibilities including paying for the child's care. State and federal funds are used to provide for a child's daily needs while in care. To help offset these costs, the state collects child support from parents, if appropriate. The Texas Department of Family and Protective Services works with the Office of the Attorney General, the child support enforcement agency in Texas, to collect and distribute child support for children in care. There are about 28,000 children in the conservatorship of the Texas Department of Family and Protective Services on any given day. In fiscal year 2015, $397.8 million was budgeted for Foster Care Payments to foster parents and providers.

Child support funds collected to help offset foster care costs totaled about $4.5 million in fiscal year 2015. However, the state's distribution of child support collected on behalf of children in care does not maximize the use of those funds for the care and maintenance of children. In some cases, the state retains more child support than what was spent on a child's care, the collecting agency retains more of a foster child's support than it does for non-foster care cases, and funds are not always disbursed for their intended purpose. By amending statue to revise the allocation and distribution of these funds, child support payments from parents would be used for the care and maintenance of children while in the state's care.

FACTS AND FINDINGS

- Federal regulations require that child support collected on behalf of children in foster care is first used to reimburse the state and federal governments for their respective shares of foster care maintenance payments.
- State statute directs the Texas Department of Family and Protective Services and Office of the Attorney General to establish the allocation of the child support funds collected for cases where the department is the custodial parent. This agreement, executed in 1996, provides that the state share of child support collections be divided equally between the two agencies. In fiscal year 2015, each agency received approximately $888,000 from the state share of child support collections.

CONCERNS

- The amount of child support retained by the Office of the Attorney General for foster care cases exceeds fees it charges for enforcement of non-foster care child support cases.
- Occasionally, parents pay more child support than what the state spent on the child's care. For some children, the state does not identify or track these excess payments. For other children, the state has not allocated resources to properly identify and disburse the funds when the child exits care.
- As of March 1, 2016, the Texas Department of Family and Protective Services is conserving approximately $36,000 in excess child support payments for children whose care is partially federally funded. These are payments made by families as support for children in foster care that are in excess of what has been spent on a child's care.

OPTIONS

- **Option 1:** Amend statute to allocate all of the state share of child support collected on behalf of children in foster care to the Texas Department of Family and Protective Services.

- **Option 2:** Amend statute to require the Office of the Attorney General to identify excess child support payments made on behalf of children in foster care paid for entirely by the state.
- **Option 3:** Include a contingency rider in the 2018–19 General Appropriations Bill to increase appropriations to the Texas Department of Family and Protective Services by an estimated $1.8 million in DFPS Appropriated Receipts – Child Support Collections. The contingency rider would also require that the Texas Department of Family and Protective Services and the Office of the Attorney General work together to identify the most efficient method of distributing child support funds collected on behalf of children in substitute care. Additionally, the rider would require the agencies to provide a report to the Legislative Budget Board outlining how the agencies would implement Option 1 and Option 2 by no later than November 1, 2017. This rider would be contingent on passage of legislation implementing Option 1 and Option 2.

FISCAL IMPACT OF THE OPTIONS

For the 2018–19 biennium, Option 1 would result in a loss of an estimated $1.8 million to the Child Support Retained Collections Account (CSRCA) at OAG and a gain of an estimated $1.8 million in DFPS Appropriated Receipts from Child Support Collections. The loss of funds in CSRCA would be a loss of funds carried forward each year and would not require replacement with another source of funding. The excess child support funds for children in state-paid foster care historically have not been identified; therefore, it is not possible to estimate how much would be lost in DFPS Appropriated Receipts as a result of Option 2 due to conserving the excess funds for the child. However, it is assumed that this option would not have a significant fiscal impact. Option 2 could be implemented by OAG using existing resources. Option 3 would include a contingency rider increasing the appropriation to DFPS in Strategy B.1.9., Foster Care Payments, by an estimated $1.8 million in DFPS Appropriated Receipts from Child Support Collections and reducing General Revenue Funds by a like amount, resulting in a General Revenue Funds savings. It is assumed these funds would be appropriated by the Legislature to address funding needs within the state foster care system. The report required by Option 3 could be completed using existing resources. **Figure 1** shows the five-year fiscal impact of Options 1 and 3.

FIGURE 1
FIVE-YEAR FISCAL IMPACT OF OPTIONS 1 AND 3, FISCAL YEARS 2018 TO 2022

FISCAL YEAR	PROBABLE REVENUE (LOSS) TO CHILD SUPPORT RETAINED COLLECTIONS ACCOUNT 787	PROBABLE REVENUE GAIN TO DFPS APPROPRIATED RECEIPTS – CHILD SUPPORT COLLECTIONS	PROBABLE COST TO DFPS APPROPRIATED RECEIPTS – CHILD SUPPORT COLLECTIONS	PROBABLE SAVINGS IN GENERAL REVENUE FUNDS	PROBABLE COST IN GENERAL REVENUE FUNDS
2018	($900,000)	$900,000	($900,000)	$900,000	($900,000)
2019	($900,000)	$900,000	($900,000)	$900,000	($900,000)
2020	($900,000)	$900,000	($900,000)	$900,000	($900,000)
2021	($900,000)	$900,000	($900,000)	$900,000	($900,000)
2022	($900,000)	$900,000	($900,000)	$900,000	($900,000)

NOTE: DFPS = Department of Family and Protective Services.
SOURCES: Legislative Budget Board; Department of Family and Protective Services.

The House introduced 2018–19 General Appropriations Bill does not include any adjustments as a result of this report. Options 1 and 2 require statutory change. Option 3 requires a contingency rider.

The full text of this report can be found in the *Legislative Budget Board Staff Reports*, Legislative Budget Board, January 2017, page 254.

Presentation to the House Appropriations Committee on House Bill 1

Department of Family & Protective Services
H.L. Whitman, Commissioner
Lisa Subia, Chief Financial Officer
February 2017

TEXAS
Health and Human Services

Presentation Overview

- Mission Statement and Key Functions
- Fiscal Years 2016-2017 Accomplishments
- Fiscal Year 2017 Critical Budget Issues
- Comparison of Current Biennium to House Bill 1 (H.B. 1)
- Summary of House Bill 1 (H.B.1)
- Key Budget Drivers
- Clients Served in Selected Programs
- Summary of Exceptional Item Requests
- Appendix - Exceptional Item Requests

DFPS Mission Statement and Key Functions

"The Department of Family and Protective Services' (DFPS) mission is improving the health, safety, and well-being of Texans through good stewardship of public resources, with a focus on protecting children, older adults, and people with disabilities, and preventing child abuse and neglect."

Key Functions:

- **Statewide Intake** takes reports of abuse, neglect, and exploitation 24-hours a day, every day of the year through the Texas Abuse Hotline (1-800-252-5400) and TxAbuseHotline.org.
- **Child Protective Services** protects children from abuse and neglect through investigations, services, foster care, and adoption.
- **Adult Protective Services** protects people who are elderly and people with disabilities from abuse, neglect, and exploitation through investigations and services.
- **Prevention and Early Intervention** manages community-based programs and public awareness campaigns that prevent juvenile delinquency and child abuse and neglect.

Fiscal Years 2016-17 Accomplishments

- Surpassed the 95 percent federal benchmark for having face-to-face contacts with children in care (96.7 percent in FY16 with more than 50 percent occurring in the child's placement)
- Established CPS Special Investigations Division and provided specialized advanced training on Forensic Interviewing Techniques, Advanced Abuse and Death Investigations, Advanced Abuse and Death Investigations and Precision Prevention of Child Maltreatment in September 2016
- Increased number of children who found their "forever family" and were adopted in FY 16 to 5,703 from 5,495 in FY 15
- Named one of the "Best Places to Work 2016" by the Austin American Statesman for the second year in a row (Statewide Intake)
- Improved internet reporting sites for professionals and the public to report abuse online allowing all types of electronic devices and streamlined reporting
- Deployed modernized casework documentation (IMPACT) which automated notification to law enforcement and reporting routing to DFPS field offices

Fiscal Years 2016-17 Accomplishments

- Delivered Prevention and Early Intervention services to more than 62,000 unique families in FY 16 — a 23 percent increase over FY 15
- Developed and launched a preventive service initiative for military families in Bell County (Fort Hood), Bexar County (Fort Sam Houston - Army, Lackland Air Force Base, and Randolph Air Force Base) and El Paso (Fort Bliss)
- Merged HHSC's Texas Home Visiting program with the Prevention and Early Intervention division at DFPS.
- Developed a five-year strategic plan for Prevention and Early Intervention with input from hundreds of stakeholders across the state.
- Utilized the Forensic Assessment Consultation Network for medical consultative services to inform case decision-making in Adult Protective Services.
- Implemented the role of Management Analysts in each Adult Protective Services district to mine and analyze data to inform decision-making

Fiscal Years 2017 Critical Budget Issues

An additional $109.5 million General Revenue above current funding levels for fiscal year 2017 is projected for:

- <u>Entitlement Programs - $54.0 million General Revenue</u>
  - Foster Care Payments - $52.5 million
  - Adoption Subsidy/Permanency Care Assistance - $1.5 million
- <u>Non-Entitlement Programs - $55.5 million General Revenue</u>
  - Child Protective Services - $51.6 million
    - *Relative Caregiver Payments - $0.7 million*
    - *Contracted Day Care Services - $16.3 million*
    - *Purchased Client Services - $3.7 million*
    - *CPS Direct Delivery and Support - $30.9 million*
  - Other Agency Non-Entitlement - $3.9 million

Comparison of Current Biennium To H.B. 1

DFPS Goals	FY 16-17 Exp/Bud	FY 2018-19 Introduced Bill
Goal 1 Statewide Intake Services	43,145,983	43,996,628
Goal 2 Child Protective Services	2,984,551,279	3,244,691,307
Goal 3 Prevention Services	176,937,475	186,008,320
Goal 4 Adult Protective Services	124,152,519	125,630,073
Goal 5 Indirect Administration	138,647,055	142,853,827
Goal 6 Agencywide Automated Systems	117,640,628	56,404,397
Goal 7 HHSC Programs (Historical Funding)*	118,836,300	-
Total Agency Request	**$ 3,703,911,239**	**$ 3,799,584,552**
General Revenue	1,975,370,872	2,173,388,716
General Revenue - Dedicated	11,371,403	11,371,403
Federal Funds	1,698,129,456	1,599,303,257
Other Funds	19,039,508	15,521,176
Total Agency Method of Finance	**$ 3,703,911,239**	**$ 3,799,584,552**
FTEs	**12,764.5**	**12,192.0**

**Adult Protective Services Provider Investigations and Child Care Regulation transfer to HHSC 9/1/17*

Summary of H.B. 1

- H.B. 1 items of appropriation are listed as programs. Programs may include direct/indirect administration allocation.

- Full Time Equivalents and Direct Delivery Programs (CPS, APS, SWI, and PEI)
  - Provides funding and FTEs at the filled levels in August 2016 in most programs.
  - Provides annual amounts of funding and FTEs for the additional 828.8 FTEs added in FY 2017 to address critical needs.
  - Provides funding for non-salary objects of expense at the requested FY 2018-19 baseline levels with some “right sizing” in salaries and travel for certain direct delivery programs.

- Purchased Client Services (CPS and APS)
  - Provides funding for most non-entitlement purchased client services at the FY 2017 levels (Adoption, Post-Adopt/Post-Permanency, Substance Abuse, APS Emergency).
  - Reductions for non-entitlement purchased client services (Preparation for Adult Living and Other CPS).

Summary of H.B. 1

- Entitlement Programs
  - Foster Care Payment caseloads and monthly costs in H.B. 1 are lower than current HHS projections.
  - Adoption Subsidy caseloads in H.B. 1 are higher than current HHS projections.
  - Permanency Care Assistance (PCA) caseloads in H.B. 1 are lower than current HHS projections.
- Non-Entitlement Client Services (Day Care and Relative Caregiver Payments)
  - Provides funding for contracted day care services above FY 2017 levels. Current HHS projections are higher by $9.6 million GR and All Funds.
  - Provides funding for relative caregiver payments above FY 2017 levels. Current HHS projections are higher by $3.1 million GR and All Funds.

Key Budget Drivers

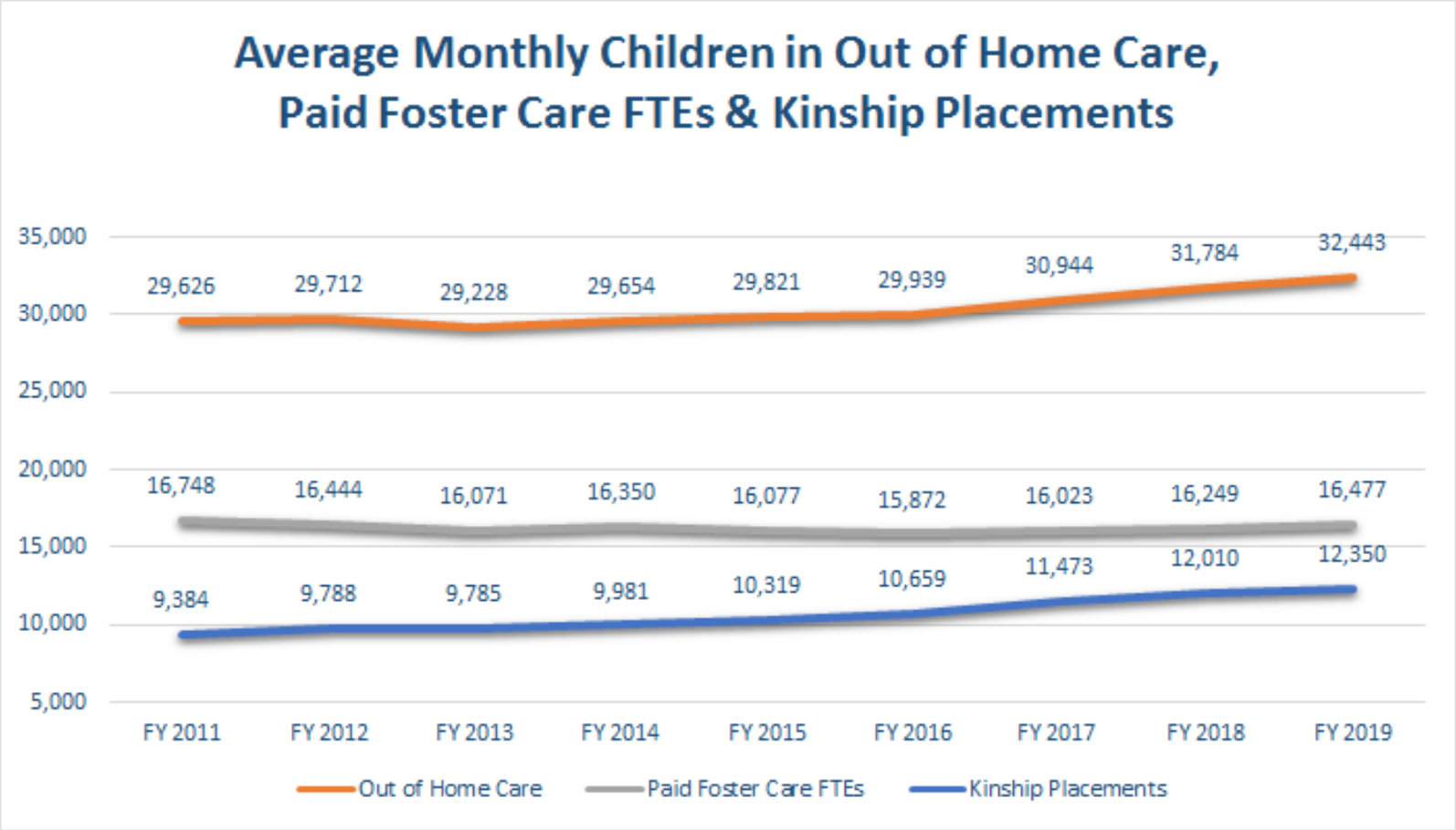
- Foster Care caseload growth assumed at 1.4% in FY18 and FY19
  - Paid Foster Care average monthly FTEs projected to increase to 16,249 in FY18 and 16,477 in FY19 (H.*B. 1 assumes 15,932 in FY18 and FY19*)
  - Increase in kinship placements keeping children out of foster care
  - Capacity issues that include case mix have increased cost per FTE
  - Increases in child specific contracts are increasing costs

- Adoption Subsidy growth assumed at 4.3% in FY18 and 4.0% in FY19
  - Adoption Subsidies average monthly caseloads projected to increase to 50,676 in FY18 and 52,714 in FY19 (*H.B. 1 assumes 51,212 in FY18 and 53,577 in FY19)*

- Permanency Care Assistance Program growth assumed at 6.7% in FY18 and -4.4% in FY19
  - Permanency Care Assistance average monthly caseloads projected at 3,695 in FY18 and 3,531 in FY19 (*H.B. 1 assumes 3,595 in FY18 and 3,425 in FY19*)
  - Slated to expire under Sunset provision in August 2017 (legislation needed to continue program)

- Kinship placement growth is assumed at 4.7% in FY18 and 2.8% in FY19

Key Budget Drivers



Clients Served in Selected Programs

Program	FY 2017	H.B. 1 FY 2018	H.B. 1 FY 2019
Number of Calls Received by Statewide Intake	209,554	855,534	872,950
Monthly Children Served in Paid Foster Care	15,957	15,932	15,932
Monthly Children Provided Adoption Subsidy	47,823	51,212	53,577
Monthly Children Provided Permanency Care Assistance	3,209	3,595	3,425
Monthly Children Receiving Relative Caregiver Monetary Assistance	1,395	1,657	1,675
Number of Children Receiving Foster Day Care	2,492	6,211	6,066
Number of Children Receiving Relative Day Care	2,174	4,416	4,357
Number of Children Receiving Protective Day Care	9,046	21,500	21,219
Monthly STAR Youth Served	5,787	6,009	6,009
Monthly Community Youth Development Youth Served	5,247	5,994	5,994
Monthly Clients Receiving Adult Protective Services	6,696	6,513	6,623

FY 2017 measures reported using YTD information (quarter of data or monthly average of first quarter)

Summary of Exceptional Item Requests - H.B. 1

	Revised Agency Exceptional Items	FY 2018		FY 2019		BIENNIAL TOTAL		FY 2018	FY 2019
		GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
1	**Increase Funding to Meet the Needs of the Growing Number of Vulnerable Children, Adults, and Their Families**	**$74,403,821**	**$83,043,320**	**$84,548,698**	**$93,414,277**	**$158,952,519**	**$176,457,597**	**98.0**	**98.0**
	a. Maintain Foster Care Payments (Entitlement)	$18,683,752	$18,683,752	$26,787,415	$26,787,415	$45,471,167	$45,471,167	-	-
	b. Day Care Increased Costs	$4,257,094	$4,257,094	$5,390,474	$5,390,474	$9,647,568	$9,647,568	-	-
	c. Relative Caregiver Payments	$1,468,322	$1,468,322	$1,681,100	$1,681,100	$3,149,422	$3,149,422	-	-
	d. Increased CPS Purchased Services (Adoption, Post Adoption, Substance Abuse, Other)	$14,606,331	$14,606,331	$16,321,912	$16,321,912	$30,928,243	$30,928,243	-	-
	e. Increased APS Emergency Purchased Services	$500,000	$500,000	$500,000	$500,000	$1,000,000	$1,000,000	-	-
	f. Provide 24 Months of Funding for PEI Programs (CYD and HOPES)	$6,628,535	$6,628,535	$6,628,537	$6,628,537	$13,257,072	$13,257,072	-	-
	g. Adequately Support Foster Care Redesign (all costs) for Existing Regions 3B and 2C	$22,084,269	$30,286,203	$21,679,415	$30,152,362	$43,763,684	$60,438,565	-	-
	h. Maintain Family and Protective Services Critical Support Operations and Prevention & Early Intervention Staff	$6,175,518	$ 6,613,083	$ 5,559,845	$ 5,952,477	$11,735,363	$12,565,560	98.0	98.0
	1. CPS Program Support	$1,845,747	$1,976,791	$1,690,325	$1,810,249	$3,536,072	$3,787,040	24.0	24.0
	2. Finance	$1,192,725	$1,308,501	$1,083,452	$1,188,621	$2,276,177	$2,497,122	18.0	18.0
	3. Records Management and Central Background Check Unit	$2,314,016	$2,502,572	$2,037,146	$2,202,872	$4,351,162	$4,705,444	45.0	45.0
	4. Prevention and Early Intervention	$823,030	$825,219	$748,922	$750,735	$1,571,952	$1,575,954	11.0	11.0
2	**Increase Staff Resources to Achieve Better Outcomes for Vulnerable Children, Adults, and Their Families**	**$108,806,210**	**$119,412,123**	**$111,741,186**	**$122,652,156**	**$220,547,396**	**$242,064,279**	**1,301.3**	**1,485.8**
	a. Increase CPS Workforce to Allow Caseworkers to See Children Timely	$79,441,242	$88,440,133	$81,969,655	$91,280,698	$161,410,897	$179,720,831	1,041.0	1,185.7
	b. Increase Workforce (APS In-Home and Statewide Intake)	$16,707,608	$17,374,178	$17,288,571	$17,968,161	$33,996,179	$35,342,339	260.3	300.1
	1. Increase APS In-Home Caseworkers to See Adults Timely	$10,991,444	$11,535,645	$11,511,808	$12,069,621	$22,503,252	$23,605,266	167.0	195.2
	2. Increase SWI Caseworkers to Ensure Timely Response to Intakes	$5,716,164	$5,838,533	$5,776,763	$5,898,540	$11,492,927	$11,737,073	93.3	104.9
	c. Support CPS Direct Delivery Costs and Critical Operational Supports	$12,657,360	$13,597,812	$12,482,960	$13,403,297	$25,140,320	$27,001,109	-	-

Summary of Exceptional Item Requests - H.B. 1

	Revised Agency Exceptional Items	FY 2018 GR/GRD	FY 2018 All Funds	FY 2019 GR/GRD	FY 2019 All Funds	BIENNIAL TOTAL GR/GRD	BIENNIAL TOTAL All Funds	FY 2018 FTEs	FY 2019 FTEs
3	**Enhance CPS Investigation Capacity to Improve Caseworker Decision Making**	**$3,553,780**	**$3,750,542**	**$3,176,344**	**$3,353,098**	**$6,730,124**	**$7,103,640**	**55.4**	**55.4**
	a. Establish Specialized Unit for Information Analysis	$2,223,507	$2,268,563	$1,972,561	$2,011,896	$4,196,068	$4,280,459	35.6	35.6
	b. Increase CPS Investigation Screeners to Better Inform Caseworker Decision Making	$1,330,273	$1,481,979	$1,203,783	$1,341,202	$2,534,056	$2,823,181	19.8	19.8
4	**Strengthen and Expand High-Quality Capacity and Systems in the Foster Care System**	**$11,132,935**	**$13,597,298**	**$128,323,906**	**$178,331,494**	**$139,456,841**	**$191,928,792**	**49.9**	**49.9**
	a. Expand Foster Care Redesign to 8 New Catchment Areas with Improved Supports	$5,734,038	$7,462,434	$122,078,884	$171,201,980	$127,812,922	$178,664,414	21.9	21.9
	b. Enhance Provider Placement Capacity by Developing Real-Time Tracking Portal and Improve Data Sharing Capability	$4,707,794	$5,434,686	$5,559,936	$6,435,996	$10,267,730	$11,870,682	27.0	27.0
	1. Enhance Provider Placement Capacity	$2,685,911	$3,100,073	$3,022,913	$3,498,474	$5,708,824	$6,598,547	16.0	16.0
	2. Improve Data Sharing Capability	$2,021,883	$2,334,613	$2,537,023	$2,937,522	$4,558,906	$5,272,135	11.0	11.0
	c. Purchase Reserved Bed Capacity from Residential Treatment Centers	$691,103	$700,178	$685,086	$693,518	$1,376,189	$1,393,696	1.0	1.0
5	**Increase Safety, Permanency, and Well-Being for Children and Youth Through Sustaining CPS Transformation and Engaging Community Partners**	**$19,440,857**	**$21,696,749**	**$15,039,091**	**$16,573,530**	**$34,479,948**	**$38,270,279**	**202.7**	**216.3**
	a. Provide 24 Months of Funding for Safe Signal Initiative	$278,554	$305,592	$278,554	$305,592	$557,108	$611,184	-	-
	b. Expand Training to Ensure Adequate Professional Development, Training, and Certification for Agency Staff	$3,611,506	$4,002,712	$4,369,015	$4,838,726	$7,980,521	$8,841,438	49.2	62.8
	1. Center for Learning & Organizational Excellence Training	$1,541,248	$1,711,188	$1,407,027	$1,562,219	$2,948,275	$3,273,407	22.0	22.0
	2. CPS Leadership Training	$1,059,894	$1,169,940	$2,034,829	$2,247,256	$3,094,723	$3,417,196	13.6	27.2
	3. Model for Signs of Safety Training	$1,010,364	$1,121,584	$927,159	$1,029,251	$1,937,523	$2,150,835	13.6	13.6
	c. Ensure Effective Use of Data for Improved Caseworker Decision Making	$1,154,277	$1,266,582	$1,065,557	$1,169,223	$2,219,834	$2,435,805	14.6	14.6
	d. Expand Child Safety Specialists for Review of High Risk Investigations	$2,468,000	$2,749,747	$2,256,811	$2,514,564	$4,724,811	$5,264,311	34.6	34.6
	e. Expand Caseworker Support Staff for Directly Contacing Parental Child Safety Placements Caregivers	$5,282,660	$5,824,957	$4,684,133	$5,165,735	$9,966,793	$10,990,692	77.5	77.5
	f. Ensure Compliance with the Federal Interstate Compact on the Placement of Children	$204,138	$227,606	$191,939	$214,014	$396,077	$441,620	2.0	2.0
	g. Increase Placement Staff Statewide	$492,538	$548,839	$445,939	$496,974	$938,477	$1,045,813	7.2	7.2
	h. Enhance Volunteer Faith and Community Engagement to Link Community Resources	$848,403	$930,903	$778,355	$854,040	$1,626,758	$1,784,943	11.4	11.4
	i. Adoption/Foster Care Analysis & Reporting System	$1,154,381	$1,339,811	$468,788	$514,662	$1,623,169	$1,854,473	6.2	6.2
	j. Information Management Protecting Adults and Children in Texas	$3,446,400	$4,000,000	$0	$0	$3,446,400	$4,000,000	-	-
	k. Child Care Licensing and Support System	$500,000	$500,000	$500,000	$500,000	$1,000,000	$1,000,000	-	-

Summary of Exceptional Item Requests - H.B. 1

	Revised Agency Exceptional Items	FY 2018		FY 2019		BIENNIAL TOTAL		FY 2018	FY 2019
		GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
6	**Expand and Strengthen Community-Based Prevention and Early Intervention Programs**	**$13,526,946**	**$13,554,904**	**$13,129,454**	**$13,154,620**	**$26,656,400**	**$26,709,524**	**20.6**	**20.6**
	a. Enhance PEI Research, Evaluation, Quality Monitoring/Reporting, Contract Management, and Ability to Proactively Address Child Maltreatment	$753,948	$777,377	$692,652	$713,834	$1,446,600	$1,491,211	9.4	9.4
	b. Grow Public Awareness Campaings and Outreach	$1,760,727	$1,762,891	$1,163,419	$1,165,332	$2,924,146	$2,928,223	7.1	7.1
	c. Expand PEI Services	$11,012,271	$11,014,636	$11,273,383	$11,275,454	$22,285,654	$22,290,090	4.1	4.1
7	**Further Improve High Quality Care for Children in Foster and Kinship Care**	**$144,663,587**	**$167,055,555**	**$176,610,700**	**$208,227,352**	**$321,274,287**	**$375,282,907**	**-**	**-**
	a. Foster Care Legacy Rate Increase	$73,977,190	$93,261,033	$81,254,442	$103,651,261	$155,231,632	$196,912,294	-	-
	b. Integrated Care Coordination	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	c. Treatment Foster Care	$10,850,512	$13,958,637	$33,827,996	$43,047,829	$44,678,508	$57,006,466	-	-
	d. Kinship Care	$59,835,885	$59,835,885	$61,528,262	$61,528,262	$121,364,147	$121,364,147	-	-
8	**Increase Funding to Retain High Performing Workforce**	**$1,043,626**	**$1,163,995**	**$1,043,626**	**$1,163,995**	**$2,087,252**	**$2,327,990**	**-**	**-**
	a. CPS Certain Direct Delivery Staff	$1,043,626	$1,163,995	$1,043,626	$1,163,995	$2,087,252	$2,327,990	-	-
	TOTAL	**$376,571,762**	**$423,274,486**	**$533,613,005**	**$636,870,522**	**$910,184,767**	**$1,060,145,008**	**1,727.9**	**1,926.0**

Appendix
Exceptional Items

Item #1- Increase Funding to Meet the Needs of Growing Number of Vulnerable Children, Adults, and Their Families

The growing number of vulnerable children, adults, and their families continues to increase demand for direct services provided by the agency. Funding is requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$74.4	$84.5	$159.0
All Funds (AF)	$83.0	$93.4	$176.5
FTEs	98.0	98.0	

- maintain foster care payments (entitlement program ($45.5 million GR and AF)
- support increased costs in non-entitlement client services above 2018-19 levels in introduced bill for:
  - *Contracted Day Care Services ($9.6 million GR and AF)*
  - *Relative Caregiver Payments ($3.1 million GR and AF);*
  - *Purchased Client Services in Child Protective Services ($30.9 million GR and AF);*
  - *Purchased Emergency Client Services in Adult Protective Services ($1.0 million GR and AF)*
- provide 24 full months of funding for the Community Youth Development Program and Project Healthy Outcomes through Prevention and Early Support (HOPES) ($13.3 million GR and AF)
- adequately support placement cost for existing Foster Care Redesign catchment areas (3B and 2C) implemented in 16-17 biennium. Case management rates in development and not included. ($43.8 million GR / $60.4 million AF)
- maintain DFPS critical support operations for direct delivery and Prevention and Early Intervention programs ($11.7 million GR and $12.6 million AF)

Item #2 – Increase Staff Resources to Achieve Better Outcomes for Vulnerable Children, Adults, and Their Families

Today, over 12,000 DFPS employees are committed to protect children, adults who have disabilities and adults who are 65 years old or older from abuse, neglect, and exploitation. Additional resources are necessary to ensure program areas constantly engage to carry out this crucial work. Funding requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$108.8	$111.7	$220.5
All Funds (AF)	$119.4	$122.7	$242.1
FTEs	1,301.3	1,485.8	

- increase our workforce to allow caseworkers to see children and adults timely while focusing on more family inclusion to achieve better outcomes ($195.4 million GR / $215.1 million AF and 1,485.8 FTEs by FY 2019) as follows:
  - CPS Investigation Caseworkers: 223.0 in 2018 / 249.0 in 2019
  - CPS Family Based Safety Services Caseworkers: 181.0 in 2018 / 194.0 in 2019
  - CPS Conservatorship Caseworkers: 195.0 in 2018 / 239.0 in 2019
  - CPS Kinship Caseworkers: 48.0 in 2018 / 54.0 in 2019
  - CPS Foster Adoption Caseworkers: 13.0 in 2018 / 14.0 in 2019
  - APS In-Home Investigators: 116.0 in 2018 / 136.0 in 2019
  - SWI Intake Specialists: 71.0 in 2018 / 78.0 in 2019
- support CPS direct delivery costs and critical operational supports ($25.1 million GR / $27.0 AF)

Item #3 - Enhance CPS Investigation Capacity to Improve Caseworker Decision Making

CPS needs a much sharper focus on what happens during those first few crucial hours when a caseworker gets an assignment, reviews it, and first visits a home. These are the few hours when we MUST ensure that our workers are making the correct decisions as well as protecting their safety.

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$3.6	$3.2	$6.7
All Funds (AF)	$3.8	$3.4	$7.1
FTEs	55.4	55.4	

Our CPS Investigators must also have the necessary training and resources to respond quickly and do what is necessary to protect our most vulnerable. Funding is requested to:

- establish a dedicated team of information analysts to gather information that is difficult to obtain or unavailable to caseworkers, and thoroughly examine the background of a household to provide up-to-date facts about the criminal history of any household member or individual known to frequent the home, beyond what is currently available ($4.2 million GR / $4.3 million AF and 35.6 FTEs by FY 2019)

- expand the number of screeners responsible for making important contacts that contribute to an investigation if the case is assigned or enabling us to close investigations without assignment when appropriate ($2.5 million GR / $2.8 million AF and 19.8 FTEs by FY 2019)

Item #4 - Strengthen and Expand High Quality Capacity and Systems in the Foster Care System

For a variety of reasons, including population growth, a shift in the needs of children who are entering the foster care system, and ever-increasing health care costs, Texas lacks adequate, high-quality foster care capacity, particularly for high-needs children. Many children suffer from trauma and mental illness, emotional/behavioral health problems, or are medically fragile from their experiences. Funding is requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$11.1	$128.3	$139.5
All Funds (AF)	$13.6	$178.3	$191.9
FTEs	49.9	49.9	

- provide adequate funding to expand Foster Care Redesign to eight new catchment areas in Texas resulting in approximately 50 percent of children in paid foster care and their families. Case management rates in development and not included. ($127.8 million GR / $178.7 million AF and 21.9 FTEs by FY 2019)

- support the development of a portal/web-based system to track capacity in real time; allow for automated data sharing with providers; and serve as a case management system for placement staff to ensure children and youth receive services that best supports their safety and permanency ($10.3 million GR / $11.9 million AF and 27.0 FTEs by FY 2019)

- allow the agency to purchase, in advance, a certain number of beds from certain Residential Treatment Centers so children in the most need can go directly to an RTC without an initial unnecessary stay with no treatment ($1.4 million GR and AF and 1.0 FTE by FY 2019)

Item #5 - Increase Safety, Permanency, & Well-Being for Children & Youth through Sustaining CPS Transformation and Engaging Community Partners

As a fundamental principle, CPS must constantly review what it is doing to make sure it is on the right track. Transparency and community engagement are critical to the success of DFPS' mission to partner with families; faith-based and other community partners to address child abuse and neglect by practicing in a way that maximizes safety, permanency, and well being for the children and youth we serve. Funding is requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$19.4	$15.0	$34.5
All Funds (AF)	$21.7	$16.6	$38.3
FTEs	202.7	216.3	

- annualize the service cost for the Safe Signal initiative that offers caseworkers a safety tool to contact law enforcement if necessary because of potentially dangerous encounters in the field ($0.6 million GR and AF)
- expand training to ensure adequate professional development, training, and certification for agency staff ($8.0 million GR / $8.8 million AF and 62.8 FTEs by FY 2019)
- ensure effective use of data for improved caseworker decision-making ($2.2 million GR / $2.4 million AF and 14.6 FTEs by FY 2019)
- expand child safety specialists who review investigations deemed high risk for recidivism and provide guidance to staff for actions that fully assess safety ($4.7 million GR / $5.3 million AF and 34.6 FTEs by FY 2019)

Item #5 Continued - Increase Safety, Permanency, & Well-Being for Children & Youth through Sustaining CPS Transformation and Engaging Community Partners

- expand caseworker support staff who directly contact Parental Child Safety Placement caregivers ($10.0 million GR / $11.0 million AF and 77.5 FTEs by FY 2019)
- ensure compliance with the Federal Interstate Compact on the Placement of Children so children placed across state lines for foster care or adoption receive adequate protection/support services ($0.4 million GR and AF and 2.0 FTEs by FY 2019)
- increase placement staff statewide to reduce current workloads and turnover ($0.9 million GR / $1.0 million AF and 7.2 FTEs by FY 2019)
- enhance volunteer faith and community engagement coordination to link community resources through volunteers and community partnerships ($1.6 million GR / $1.8 million AF and 11.4 FTEs by FY 2019)
- ensure compliance with federal reporting requirements for Adoption/Foster Care Analysis and Reporting System ($1.6 million GR / $1.9 million AF and 6.2 FTEs by FY 2019)
- allow completion of IMPACT (Information Management Protecting Adults and Children in Texas) Modernization ($3.4 million GR / $4.0 million AF)
- allow completion of CLASS (Child Care Licensing and Support System) modifications ($1.0 million GR and AF)

Item #6 - Expand and Strengthen Community-Based Prevention and Early Intervention Programs

The single best way to protect a young child from abuse or neglect is to provide young parents with the tools and resources necessary to build a safe, healthy household – and avoid CPS involvement. The new strategy for the Prevention and Early Intervention programs will focus on research and evaluation, data-driven decision making, and expansion of evidence-based practices. Funding is requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$13.5	$13.1	$26.6
All Funds (AF)	$13.6	$13.2	$26.7
FTEs	20.6	20.6	

- enhance PEI's ability to conduct research, evaluation, and quality monitoring/reporting to inform the effectiveness of PEI programming; to ensure efficient and effective execution, management, and monitoring of contracts in a transparent and collaborative manner; and to grow the state's ability to proactively address child maltreatment ($1.4 million GR / $1.5 million All Funds and 9.4 FTEs by FY 2019)

- grow public awareness campaigns to influence attitudes, beliefs, and behaviors related to parenting and child safety ($2.9 million GR and All Funds and 7.1 FTE)

- expand PEI services ($22.3 million GR and All Funds and 4.1 FTEs by FY 2019):
  - increase Community Youth Development Program, HOPES, and Home Visiting Programs
  - expand eligibility for evidence-based home visiting to a broader set of CPS high-risk families with very young children through Project HIP (Helping through Intervention & Prevention)
  - pilot a regional lead agency model to allow more community ownership over finding solutions to local issues
  - shift contracting for STAR to offer flexibility to provide services beyond crisis intervention to families with children 6-17

Item #7 - Further Improve High Quality Care for Children in Foster and Kinship Care

This item contains several components that would further advance adequate capacity and high quality care for children in foster and kinship care. DFPS lacks available, high-quality capacity that meets the needs of children in the state's conservatorship. Funding is requested to:

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$144.7	$176.6	$321.3
All Funds (AF)	$167.1	$208.2	$375.3

- increase foster care legacy rates to 100% of the cost of care with the addition of an intense plus rate ($155.2 million GR / $196.9 million All Funds)
- contract with a single entity under a new model, Integrated Care Coordination, to propose, develop, coordinate, and implement the full array of care coordination, child welfare related case management, residential child care, and purchased services needed by the children, youth, and families with high needs kids (TBD GR and AF)
- provide a more structured home environment with time-limited wrap-around services for children and youth who have mental health and/or socio-behavioral needs that cannot be met in traditional foster care settings and who might otherwise be served in residential treatment settings ($44.7 million GR / $57.0 million All Funds)
- establish a monthly payment structure (in addition to the one-time integration payment) to relative and other designated caregivers for children in DFPS managing conservatorship who are placed in their care ($121.4 million GR and AF)

Note: Rate decisions will impact any exceptional item with rates due to assumptions on case mix/levels of care.

Item #8 – Increase Funding to Retain High Performing CPS Workforce

DFPS received additional funding in fiscal year 2017 ($61.6 million) to provide salary increases to certain CPS delivery staff (approximately 7,200) to retain high performing workers.

The initial classifications had a narrow focus on caseworker and regional CPS management of these workers.

MOF ($ in Millions)	FY 2018	FY 2019	Biennium
General Revenue (GR)	$1.0	$1.0	$2.1
All Funds (AF)	$1.2	$1.2	$2.4

Additional funding is requested to add a small number of positions that perform direct delivery functions that were not included in the critical needs request.

Location	Classification	Amount	Positions
State Office	Child Safety Specialists	$ 269,486	48.0
State Office	Investigation Screeners	$ 226,453	48.0
State Office	Residential Placement Staff	$ 96,000	8.0
State Office	Family Group Planning Coordination	$ 518,854	214.0
Region	Foster and Adopt Worker	$ 36,000	3.0
Grand Total		$ 1,146,793	321.0

Summary of Exceptional Item Changes from LAR

	Agency Exceptional Items	FY 2018		FY 2019		BIENNIAL TOTAL		FY 2018	FY 2019
		GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
1	Increase Funding to Meet the Needs of the Growing Number of Vulnerable Children, Adults, and Their Families	$36,578,880	$37,318,264	$38,375,405	$39,235,793	$74,954,285	$76,554,057	-	-
2	Increase Staff Resources to Achieve Better Outcomes for Vulnerable Children, Adults, and Their Families	$126,259,927	$139,948,324	$122,392,926	$135,564,807	$248,652,853	$275,513,131	1,481.6	1,587.6
3	Enhance CPS Investigation Capacity to Improve Caseworker Decision Making	$4,534,106	$4,842,088	$4,043,993	$4,319,861	$8,578,099	$9,161,949	66.8	66.8
4	Strengthen and Expand High-Quality Capacity and Systems in the Foster Care System	$35,586,216	$36,587,236	$75,214,611	$77,948,812	$110,800,827	$114,536,048	49.9	49.9
5	Increase Safety, Permanency, and Well-Being for Children and Youth Through Sustaining CPS Transformation and Engaging Community Partners	$14,416,358	$15,938,444	$14,090,766	$15,578,521	$28,507,124	$31,516,965	204.5	218.1
6	Expand and Strengthen Community-Based Prevention and Early Intervention Programs	$13,526,946	$13,554,904	$13,129,454	$13,154,620	$26,656,400	$26,709,524	20.6	20.6
7	Further Improve High Quality Care for Children in Foster and Kinship Care	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
8	Increase Funding to Retain High Performing Workforce	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	TOTAL	$230,902,433	$248,189,260	$267,247,155	$285,802,414	$498,149,588	$533,991,674	1,823.4	1,943.0

	Updated Agency Exceptional Items	FY 2018		FY 2019		BIENNIAL TOTAL		FY 2018	FY 2019
		GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
1	Increase Funding to Meet the Needs of the Growing Number of Vulnerable Children, Adults, and Their Families	$74,403,821	$83,043,320	$84,548,698	$93,414,277	$158,952,519	$176,457,597	98.0	98.0
2	Increase Staff Resources to Achieve Better Outcomes for Vulnerable Children, Adults, and Their Families	$108,806,210	$119,412,123	$111,741,186	$122,652,156	$220,547,396	$242,064,279	1,301.3	1,485.8
3	Enhance CPS Investigation Capacity to Improve Caseworker Decision Making	$3,553,780	$3,750,542	$3,176,344	$3,353,098	$6,730,124	$7,103,640	55.4	55.4
4	Strengthen and Expand High-Quality Capacity and Systems in the Foster Care System	$11,132,935	$13,597,298	$128,323,906	$178,331,494	$139,456,841	$191,928,792	49.9	49.9
5	Increase Safety, Permanency, and Well-Being for Children and Youth Through Sustaining CPS Transformation and Engaging Community Partners	$19,440,857	$21,696,749	$15,039,091	$16,573,530	$34,479,948	$38,270,279	202.7	216.3
6	Expand and Strengthen Community-Based Prevention and Early Intervention Programs	$13,526,946	$13,554,904	$13,129,454	$13,154,620	$26,656,400	$26,709,524	20.6	20.6
7	Further Improve High Quality Care for Children in Foster and Kinship Care	$144,663,587	$167,055,555	$176,610,700	$208,227,352	$321,274,287	$375,282,907	-	-
8	Increase Funding to Retain High Performing Workforce	$1,043,626	$1,163,995	$1,043,626	$1,163,995	$2,087,252	$2,327,990	-	-
	TOTAL	$376,571,762	$423,274,486	$533,613,005	$636,870,522	$910,184,767	$1,060,145,008	1,727.9	1,926.0

Summary of Exceptional Item Changes from LAR

Total request increased by $412.0 million GR and $526.2 million AF

Item 1: Updated for new rates (FCR) and assumed FTE/funding levels in H.B. 1 (new components added)

Item 2: Updated with assumed target caseloads and FTEs/funding levels in H.B. 1

Item 3: Updated to remove component included in critical needs in 2017

Item 4: Updated for new rates (FCR)

Item 5: Updated with three new components related to delayed project implementation and federal reporting requirements. Removed one component included in critical needs in 2017.

Item 6: No change

Item 7: Amounts added for LAR placeholder item

Item 8: Amounts added for LAR placeholder item