JUNE 1, 2024

Agency Strategic Plan

DFPS

TEXAS
Department of Family
and Protective Services

AGENCY STRATEGIC PLAN

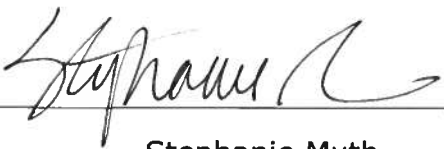**FISCAL YEARS 2025 TO 2029**

BY

TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

JUNE 1, 2024

APPROVED

Stephanie Muth (signature)

Stephanie Muth

Commissioner

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Agency Mission

DFPS Mission

We promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation.

Goal 1: Client-Centered Services

Promote the safety of children, families, and vulnerable adults.

Our agency exists to promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation. Continuous improvement to client services is central to our mission and should be proactive, data-driven, and constantly evolving.

Action Items

Action Item 1:   Provide proficient assessments and screenings of abuse, neglect, and exploitation reports through 24/7 Statewide Intake call centers and online reporting.

Action Item 2:   Provide accurate, thorough, and timely child protective services investigations and adult protective services investigations and empower families by providing tools, resources, and knowledge.

Action Item 3:   Evaluate the agency's innovative data-driven, trauma-informed, and holistic approaches to services regularly to ensure they effectively meet clients' complex care and safety needs and identify areas for improvement

Action Item 4:   Ensure every child and youth in care is placed with a family kinship caregiver or in another licensed setting that meets their needs.

Action Item 5:   Coordinate a successful transition to the Texas Child-Centered Care (T3C) system.

Action Item 6:   Tailor services to better meet client needs and improve safe outcomes by fostering collaborative partnerships with families and clients.

Action Item 7:   Optimize APS caseworker specialization to meet increasingly complex service delivery specifically related to exploitation.

Action Item 8:   Coordinate and promote extensive behavioral health resources to foster positive outcomes for families and clients.

Action Item 9:   Analyze data to inform and act upon placement decisions to ensure children are in the least restrictive living environment.

Action Item 10: Deliver coordinated services that focus on supporting family and client independence while also reducing recidivism.

How Goal 1 Action Items Support Statewide Objectives

Accountability

DFPS works to ensure the mission, vision, and values of DFPS are reflected in the work of staff and that the agency remains accountable to the community. DFPS promotes accountability to the public by working to build capacity, learning from the community and other state agencies, incorporating evidence-based best practices, and continuously evaluating agency work and the providers through data-driven analysis and client feedback.

Efficiency

DFPS practices good stewardship of state resources by promoting efficient processes while maintaining or improving the quality of services provided to clients. The investigative and program support staff coordinate efforts to ensure quality investigations, thorough assessments, and services, to protect the safety and well-being of children, families, and vulnerable older adults who are subject to abuse, neglect, and exploitation.

Effectiveness

DFPS prioritizes effectiveness in client services by proactively seeking to maximize client safety, permanency, and satisfaction with our work. DFPS uses multiple family-centered approaches to serve clients and their families. By continuously improving services and promoting evidence-based practices in service delivery, the agency can more directly and effectively serve client needs.

Excellence in Customer Service

As a client-focused, public-facing agency, DFPS strives for optimal customer service. This includes increasing community visibility and outreach, encouraging client and community feedback, and using this information to make meaningful improvements to customer service delivery.

Transparency

Transparency is central to maximizing client satisfaction with the services provided. DFPS strives to keep Texans informed of the impacts on services and operations through the public website and by partnering with trusted local organizations. DFPS continuously seeks input from stakeholders to improve operations and address community needs.

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 2: Workforce Recruitment, Retention, and Development

Attract and retain dedicated individuals and invest in their development and wellness.

Our staff are the face of the agency and carry out the agency's challenging mission to protect our most vulnerable Texans. It is imperative we recruit and retain a robust workforce to meet the growing needs within communities we serve. It is equally important we take care of the safety and wellbeing of our staff and equip them with professional resources that assist in their career growth and mental health.

Action Items

Action Item 1: Increase the pool of qualified candidates by implementing strategies to attract a diverse group of individuals with the necessary skills, education, and passion for child and adult welfare caseworkers.

Action Item 2: Enhance professional development opportunities by providing ongoing training, mentorship programs, and career advancement opportunities to grow the skills and expertise of staff and leadership, enabling them to deliver effective services.

Action Item 3: Invest in opportunities that increase workplace benefits, such as competitive compensation, pay parity for positions, and career ladders.

Action Items 4: Evaluate and invest in initiatives that provide support to workers regarding safety, mental and physical well-being, work-life balance, and the effects of secondary trauma.

Action Items 5: Acknowledge and recognize staff for exceptional service and commitment and continue to provide opportunities for growth within the agency.

Action Item 6: Equip staff with the necessary skills for the transition to Community-Based Care and administering services through performance-based contracts.

How Goal 2 Action Items Support Statewide Objectives

Accountability

DFPS's compelling mission attracts responsible and civic-minded staff. It is incumbent upon DFPS leadership to provide a welcoming and supportive work environment, fostering commitment and longevity for all DFPS employees. A solid knowledge base and set of skills take time to develop. Supported, tenured staff are more effective at their jobs and better prepared to serve vulnerable Texans. Accountability to both clients and the public requires a commitment to staff support and workforce stability and development.

Efficiency

High staff turnover and low employee morale are an enormous cost to any organization. DFPS requires large numbers of competent, detail-oriented, and determined workers. Considerable time and resources are lost between the time that an employee leaves their position, and their replacement reaches their level of competence and institutional knowledge. Balancing workforce stability and effective recruitment enables DFPS to allocate resources efficiently. This approach ensures quality service to clients while also supporting existing staff.

Effectiveness

Tenured staff are more efficient, due to the complex nature of the work performed by DFPS, and they are also more effective. Developing confident, highly productive employees is a time-intensive process – particularly in the field. Staff turnover across all levels is disruptive to this process and affects the continuity of services for our clients. Ongoing and engaging staff training opportunities, leadership development, and mentorship programs increase staff satisfaction and empower staff to excel in both their current positions and in future positions with the agency.

Excellence in Customer Service

Better employees result in better customer service. Staff with more training and experience provide faster and more effective services, resulting in better client outcomes and reduced hold times at intake.

Transparency

Fulfilling the agency's mission involves targeted and tactful public engagement, whether at intake, while assessing client safety, or when providing services. By optimizing the quality and morale of experienced, well-supported staff, DFPS can better fulfill its promise of transparent, effective service delivery to the public.

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 3: Effective and Efficient Operations

Continually improve internal processes and identify areas for more efficient and effective operations.

The agency strives to continuously evolve and provide the best services possible with maximum efficiency. This requires a constant focus on reviewing processes, correcting inefficiencies, and adapting to change.

Action Items

Action Item 1: Identify inefficient internal processes and policies and implement a holistic approach to purposeful improvement.

Action Item 2: Advance the growth of innovative service delivery options by exploring provider contracting and procurement with simplified and consistent processes.

Action Item 3: Ensure representation of all key stakeholders and administer an agency-wide and data-driven approach when making changes to policies, deploying new processes, and implementing new data collection tools.

Action Item 4: Enhance agency preparedness and build greater resiliency to the growing threat of cybersecurity attacks to ensure the continuity of operations.

Action Item 5: Foster a collaborative culture between divisions through enhanced internal communication and teamwork aimed toward strengthening relationships and producing greater agency outcomes.

Action Item 6: Strengthen executive-to-staff communication with proactive, strategic practices, promoting better contextual understanding of agency decisions.

Action Item 7: Develop and mature agency processes and procedures related to Community-Based Care.

Action Item 8: Develop and implement a comprehensive strategy for enhancing information technology infrastructure, including the exploration and integration of emerging technologies to optimize operational efficiency and effectiveness.

How Goal 3 Action Items Support Statewide Objectives

Accountability

Accountability requires a commitment to improvement and innovation, DFPS continuously analyzes:

- internal processes,
- agency operations for areas of improvement, and
- solicits feedback from clients and community partners to ensure that it is meeting client and community needs.

The agency continues to identify opportunities for the agency to collaborate well with the community it serves and to take greater responsibility for internal processes that affect case outcomes.

Efficiency

Efficiency is central to DFPS's commitment to process improvement. A formalized, proactive process to review operations and make improvements ensures optimal effectiveness. Reviewing agency-wide responses to current and past emergencies helps DFPS prepare for continuity of operations during future emergencies and provide uninterrupted services. Additionally, DFPS continues to examine opportunities for innovation and improvement in contract services and other support programs.

Effectiveness

DFPS strives to constantly improve client outcomes and delivery of services by continuously seeking out areas of inefficiency and potential for improvement and innovation. DFPS identifies and reinforces existing policies that encourage productive work, uses staff feedback to review changes to agency processes, seeks innovative service delivery options, and makes data-driven decisions to increase agency effectiveness.

Excellence in Customer Service

Providing the best customer service possible is imperative to the agency's goals. DFPS seeks to provide excellence in customer service through its commitment to learn and improve from every experience. DFPS solicits feedback from all clients and community partners to improve internal processes and service delivery options and innovate provider contracts.

Transparency

DFPS exists to protect Texas' most vulnerable populations and welcomes internal and external perspectives as it reviews and improves ongoing operations. DFPS incorporates staff and public feedback in its decision-making processes. The published annual progress of services, plans, and improvements invites informed feedback from the community.

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 4: Community Relations

Partner to support and protect children, families, and vulnerable adults.

Achieving the agency's mission is aided by communication and collaboration with a variety of external stakeholders. These include academic institutions, media organizations, child advocacy centers, local law enforcement, Community-Based Care partners, and the Texas State Legislature.

Action Items

Action Item 1: Engage clients, families, and communities served by creating a path for their voices to be heard and integrating their lived experiences into practices so the agency may better meet their needs.

Action Item 2: Build cross-divisional relationships between programs, SSCCs, and the Faith-Based and Community Engagement division to ensure all programs maximize community resources.

Action Item 3: Increase public awareness and knowledge about the signs of abuse and neglect, when a report to statewide intake is needed, and what actions DFPS may take in response to calls to statewide intake.

Action Item 4: Strengthen relationships with child advocacy centers, law enforcement agencies, and other community partners through participation in local multidisciplinary teams.

Action Item 5: Expand technical assistance and support to communities to help them plan, assess, and choose appropriate evidence-based programs to support children, youth, and families in their community.

Action Item 6: Communicate agency achievements and improvements to the community through public events, social media, and other platforms.

Action Item 7: Enhance relationships with interagency partners to streamline processes, elevate service quality, and enhance client outcomes.

Action Item 8: Support and implement the Community-Based Care model by partnering with the Office of Community-Based Care Transition to help increase placement capacity closer to local communities and assist with improving client outcomes.

How Goal 4 Action Items Support Statewide Objectives

Accountability

DFPS promotes public awareness of services through a robust community relations campaign which opens dialogue with our communities and stakeholders across Texas. By improving partnerships with the public and by increasing the visibility of agency services, DFPS has an opportunity to work more collaboratively with clients, families, and communities.

Efficiency

DFPS responds more efficiently and effectively when communities are informed of the ways by which DFPS may assist. DFPS strives to work collaboratively with its client communities and promote its mission.

Effectiveness

The DFPS mission aims to promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation. It would be impossible for DFPS to effectively carry out its mission without working directly, and collaboratively, with local communities. DFPS analyzes ways to improve and expand, community relations, and puts discoveries into action to increase our effectiveness at carrying out the mission of our agency.

Excellence in Customer Service

Community engagement is a crucial component of customer service. By partnering with the public, DFPS can better promote its value to the community while simultaneously improving the way it interacts with clients and meets their needs. DFPS's commitment to excellence in customer service allows for open dialogue across the state to ensure the agency and our community better understand each other. DFPS's Faith-Based and Community Engagement (FBCE) division dedicates its work to improving community relations and enhances DFPS's ability to provide excellent customer service.

Transparency

DFPS strives to work collaboratively with community groups, increasing its visibility and earning buy-in from clients, families, and communities. This effort includes the use of agency data and social media to accurately portray the agency's strengths and needs, attending public events to help build collaborative relationships, and providing opportunities for community feedback.

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 5: Community-Based Care

Transition Texas children and family services to a community-driven system of care.

The agency is dedicated to the implementation of a sustainable transition to community-based care. Together with the Office of Community-Based Care Transition (OCBCT), the agency seeks to support SSCCs in collaborating with communities through improved communication, outreach, and partnership.

Action Items

Action Item 1: Continue refining the readiness review process to encourage a methodical approach to implementation, a robust review of current factors, and to allow for smoother transitions through the stages of Community-Based Care.

Action Item 2: Collaborate with and support communities to prepare for transition to Community-Based Care.

Action Item 3: OCBCT collaborates with DFPS to issue Requests for Application (RFA), review RFA responses, review unsolicited proposals from entities interested in becoming an SSCC, and to award SSCC contracts on behalf of DFPS.

Action Item 4: Identify areas for improvement of internal processes, policies, and information technology.

Action Item 5: Collaborate with state and community stakeholders to strategically implement Community-Based Care.

Action Item 6: Collaborate and invite representation of key stakeholders when implementing community-based care to build acceptance, make considerations for differing perspectives, and address the impact to business operations.

Action Item 7: Encourage a culture of collaboration and partnership between DFPS, SSCCs, and OCBCT to support improved outcomes for children and families.

Action Item 8: Encourage innovation by focusing on agency opportunities and building diverse groups to solve and anticipate future challenges that supports collaborative and shared messaging between OCBCT and

DFPS.

Action Item 9:   Encourage community engagement through active communication.

Action Item 10: Strengthen relationships with courts, CASAs, child welfare professionals, providers, and other community stakeholders.

Action Item 11: Expand technical assistance and support to communities to help them plan, assess community readiness, and identify any gaps in appropriate programs and services to support children, youth, and families.

Action Item 12: Engaging and partnering with internal and external stakeholders.

Unless otherwise specified, all action items are expected to be worked on through August 31, 2029.

How Goal 5 Action Items Support Statewide Objectives

Accountability

DFPS and the Office of Community-Based Care Transition (OCBCT) remain committed to Texas communities by working to ensure that Texas children and family services are transitioned to a community-driven system of care. Ongoing education and support will help to implement the community-based care model statewide.

Efficiency

DFPS is better able to respond in a more efficient and effective manner when communities are informed of the ways in which DFPS may provide support. OCBCT will continue to work collaboratively with DFPS and the SSCCs to promote a shared vision for the future of Community-Based Care in Texas.

Effectiveness

DFPS strives to implement an effective Community-Based Care transition statewide. OCBCT will continue to encourage feedback from communities and stakeholders to ensure the transition is individualized for each unique community. Throughout the implementation process, DFPS will encourage partnerships between DFPS, SSCCs and OCBCT to strengthen relationships and produce positive outcomes for children and families in Texas.

Excellence in Customer Service

Community-Based Care impacts all facets of child welfare and conducts strategic outreach to communities and stakeholders. By improving partnerships with communities and stakeholders, DFPS has an opportunity to work more collaboratively with SSCCs, OCBCT, and stakeholders.

Transparency

DFPS strives to be transparent throughout the implementation of Community-Based Care. OCBCT uses targeted and meaningful public engagement to fulfill its legislative mandate. Annual implementation updates and quarterly progress reports are published to inform communities and stakeholders.

Other Considerations

DFPS has no other considerations to report for this goal.

Redundancies and Impediments

Family Code, Section 102.0086. CONFIDENTIALITY OF PLEADINGS

Description: Texas Family Code §102.0086 subsection (a) indicates that the statute only applies to counties with a population of 3.4 million or more. While DFPS records are confidential, interested non-parties in many counties can still obtain information about a child or family involved by requesting copies of court filings. In order to protect the privacy of children and families, currently DFPS regional attorneys must file in each case to keep the filings confidential, which is an impediment.

Recommendation: DFPS recommends amendment to make all court filings in cases filed by DFPS under Chapters 261, 262, and 264 of the Family Code confidential and excepted from public disclosure.

Benefit: The recommended change would eliminate extra steps having to be taken by regional litigation staff to ensure confidentiality of CPS case files with the district clerk.

Human Resources Code, Section 48.1523. Management Review Following Certain Investigations

Description: Human Resources Code §48.1523 requires APS supervisors to review investigations of APS clients with two or more previous APS investigations. APS has mechanisms in place other than section 48.1523 to indicate if a client has two or more prior investigations.

APS has several other provisions to indicate if a client has two or more previous investigations. APS implemented a structured decision-making model that assists caseworkers in identifying individuals at risk of experiencing abuse, neglect, or exploitation within six to twelve months of a closed investigation. Additionally, the Information Management Protecting Adults and Children in Texas (IMPACT) places indicators on investigations of clients who have an open APS case, or for clients who have had two or more cases in the last 12 months. Lastly, Statewide Intake (SWI) includes prior cases involving the same client in intake reports.

Recommendation: DFPS recommends removing section 48.1523 from statute.

Benefit: Human Resources Code, Chapter 48, Section 48.1523 is duplicative and no longer necessary. DFPS has internal mechanisms in place to address reviews of case of clients who have more than one investigation of abuse, neglect, and exploitation within a 12-month period.

Schedule A: Budget Structure

DFPS separately submitted its budget structure to the Legislative Budget Board on or before the due date of April 5, 2024. Proposed changes to the agency's budget structure are subject to approval by the Office of the Governor and the Legislative Budget Board.

Schedule B: List of Measure Definitions

DFPS separately submitted its list of measure definitions to the Legislative Budget Board on or before the due date of June 1, 2024. Proposed changes to measure definitions are subject to approval by the Office of the Governor and the Legislative Budget Board.

Schedule C: Historically Underutilized Business Plan

Mission Statement

The Texas Department of Family and Protective Services (DFPS) Historically Underutilized Business (HUB) program is committed to providing full and equitable opportunities for Texas businesses and making good faith efforts to increase utilization of HUBs through competitive procurement and subcontracting opportunities.

HUB Policy

In accordance with HUB legislation in Texas Government Code (TGC) 2161.001, DFPS adopts Title 34, Texas Administrative Code (TAC), Subchapter §20.281-§20.298. Additional guidance is provided in the DFPS Contract Handbook.

HUB Definition

 In accordance with the TGC Chapter 2161 and 34 TAC §20.282

- HUB means an entity with its principal place of business in the state of Texas:
- a corporation formed for the purpose of making a profit in which 51 percent or more of all classes of the shares of stock or other equitable securities are owned by one or more economically disadvantaged persons who have a proportionate interest and actively participate in the corporation's control, operation, and management;
- a sole proprietorship created for the purpose of making a profit that is completely owned, operated, and controlled by an economically disadvantaged person;
- a partnership formed for the purpose of making a profit in which 51 percent or more of the assets and interest in the partnership are owned by one or more economically disadvantaged persons who have a proportionate interest and actively participate in the partnership's control, operation, and management;
- a joint venture in which each entity in the venture is a HUB; or
- a supplier contract between a HUB and a prime contractor under which the HUB is directly involved in the manufacture or distribution of the goods or otherwise warehouses and ships the goods.
- Economically disadvantaged person" means a person who:
  (A) is economically disadvantaged because of the person's identification as a member of a certain group, including:
    - Black Americans;
    - Hispanic Americans;
    - American Women;
    - Asian Pacific Americans
    - Native Americans; and

- Service-Disabled Veterans as defined by 38 U.S.C. § 101(2) who have suffered at least a 20 percent service-connected disability as defined by 38 U.S.C. § 101(16)

Program Staff

DFPS has one FTE serving as the HUB Coordinator for the HUB Program. The HUB Coordinator communicates directly with executive leadership, serves on the Contracts in Action Steering Committee, is a resource for DFPS program areas and vendors, and is

responsible for assisting the agency in the development of the state agency's procurement specifications, submitting HUB utilization reports to oversight entities. Other responsibilities include: HUB Subcontracting Plan evaluation, compliance reviews and oversight, Progress Assessment Reports, marketing and vendor outreach efforts for HUB participation, staff training on HUB program requirements, ensuring agency compliance, and supporting established mentor protégé relationships. All DFPS contracting staff are required to implement state and agency HUB-related rules, as identified in operating policies and procedures posted agency-wide.

Program Performance, Goals, Objectives, and Strategies

Table 1 reflects the 2022 and 2023 DFPS HUB utilization performance in each of the statewide HUB utilization categories. Following the table are the operational goals, objectives, and strategies that DFPS employs in working to meet its HUB- related mission.

Table 1: Agency-Specific HUB Goals and DFPS's Performance

HUB Procurement Category	FY 2022 HUB Goal	FY 2022 Utilization	FY 2023 HUB Goal	FY 2023 Utilization	FYs 2025-2029 Goals
Special Trade Construction	32.90%	0.77%	32.90%	0.30%	32.90%
Professional Services[1]	23.70%	-	23.70%	-	23.70%
Other Services	26.00%	21.43%	26.00%	25.96%	26.00%
Commodities Contracts	21.10%	39.82%	21.10%	29.78%	21.10%

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[1] DFPS has limited opportunity to contract with active HUBs within the Professional Services category.

Communicate with Key Decision Makers, Purchasing, and Contracting Staff

Goal 1   Increase the utilization of HUB-certified vendors through internal communication of HUB contract management policies and providing technical assistance.

Objective 1.1 Inform key decision makers to maximize use of HUBs when purchasing goods and services.

  Strategy 1.1A Educate applicable agency staff on HUB policies to ensure program compliance and to maximize utilization of HUB vendors.

  Strategy 1.1B Review existing and maintain HUB policies to guide agency staff on HUB statutes, rules, and compliance requirements.

  Strategy 1.1C Analyze HUB utilization data to inform agency's performance for increasing HUB participation.

Outreach to HUB Vendors

Goal 2   Increase the utilization of HUB-certified vendors by promoting the benefits of the HUB Program through external outreach.

Objective 2.1 Encourage HUB participation through external outreach.

  Strategy 2.1A Assist minority-, women-, and service-disabled veteran-owned business in acquiring and maintaining their HUB certification.

  Strategy 2.1B Advise vendors, business associations, and the public of the agency's procurement opportunities.

  Strategy 2.1C Invite applicable active-HUB vendors to pre-proposal conferences to encourage business relationships.

  Strategy 2.1D Facilitate mentor-protégé agreements to promote long-term relationships between prime contractors and HUB vendors.

  Strategy 2.1E Conduct outreach activities that foster and improve relationships among HUB vendors, prime contractors, and agency staff.

Schedule D: Statewide Capital Plan

DFPS will separately submit its capital planning information, if applicable, to the Bond Review Board on or before the due date of July 1, 2024.

Schedule E: Health and Human Services Strategic Planning

This schedule is not applicable to DFPS.

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the DFPS *Human Resources Management Plan* published March 2024. As a companion document, it presents a detailed analysis of the agency's turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at: [Senate Bill 1 Rider 8 Human Resources Management Plan, FY 24 First Quarter](#)

Core Business Functions

DFPS has four[2] major program areas that deliver client services to Texans in need:

Child Protective Services (CPS) Division:

- Provides services to children and families in their own homes.
- Contracts with others to provide clients with services.
- Places children in foster care.
- Provides services to help youth in foster care make the transition to adulthood.
- Places children in adoptive homes.

Child Protective Investigations (CPI) Division:

- Investigates allegations of child abuse and neglect, including allegations in daycare and residential-care facilities.
- Works with law enforcement on joint investigations.
- Takes custody of children who are unsafe.
- Refers children to community resources that promote their safety and well-being.
- Assists in the fight against human trafficking.

Adult Protective Services (APS) Division:

- Investigates abuse, neglect and/or exploitation of elderly adults (defined as 65 years and older) and adults with disabilities who reside in the community.
- If appropriate, provides or arranges for protective services, which may include referral to other programs, referral for guardianship, emergency assistance with food, shelter and medical care, transportation, counseling, or other remedies.

Statewide Intake (SWI) Division:

- The agency's automated call center receives information from the general public who want to report suspicions of abuse/neglect of children or abuse/neglect/exploitation of adults with disabilities and persons 65 years or older. It remains open 24 hours a day, seven days a week.

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[2] The responsibilities of the Prevention and Community Well-Being Division (formerly known as Prevention and Early Intervention) will transfer to HHSC effective September 1, 2024

DFPS Regional Structure

Every day, 12,741 DFPS employees[3] in more than 249 offices across the state, protect the physical safety and emotional well-being of the most vulnerable citizens of Texas. Figure 1 shows the counties in current DFPS regions.

Figure 1: DFPS Region & County Map

Region	County
1	Lubbock
2	Taylor
3E	Dallas
3W	Tarrant
4	Smith
5	Jefferson
6A	Harris
6B	Galveston
7	Travis
8	Bexar
9	Tom Green
10	El Paso
11	Hidalgo

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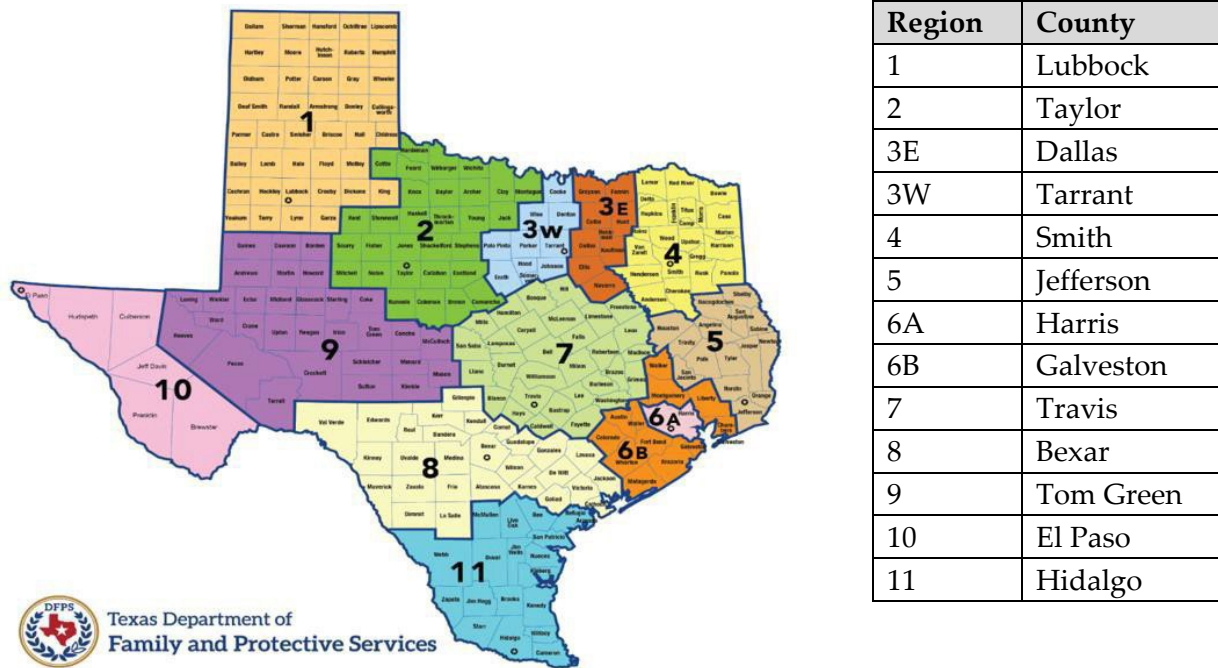
[3] Employee numbers on 8/31/2023.

Workforce Demographics[4]

- Females make up 84 percent of the agency workforce.
- White employees represent the largest racial group at 33 percent, followed by Hispanic employees at 31 percent, and African American employees at 31 percent.
- 48 percent of the DFPS workforce is under 40 years old.

Table 2: DFPS Protective Service Job Classifications and Average Salaries

Selected Job Family[5]	# of Staff	Average Age	Average Salary
APS Supv	86	43	$5,502
APS Wkr	543	41	$4,426
CPS CVS Supv	295	42	$5,462
CPS CVS Wkr	1,767	38	$4,512
CPS FBSS Supv	143	42	$5,556
CPS FBSS Wkr	833	40	$4,834
CPI INV Supv	397	41	$5,444
CPI INV Wkr	2,447	37	$4,399
SWI Supv	45	44	$5,207
SWI Wkr	291	45	$4,257

Figure 2: DFPS Workforce by Gender
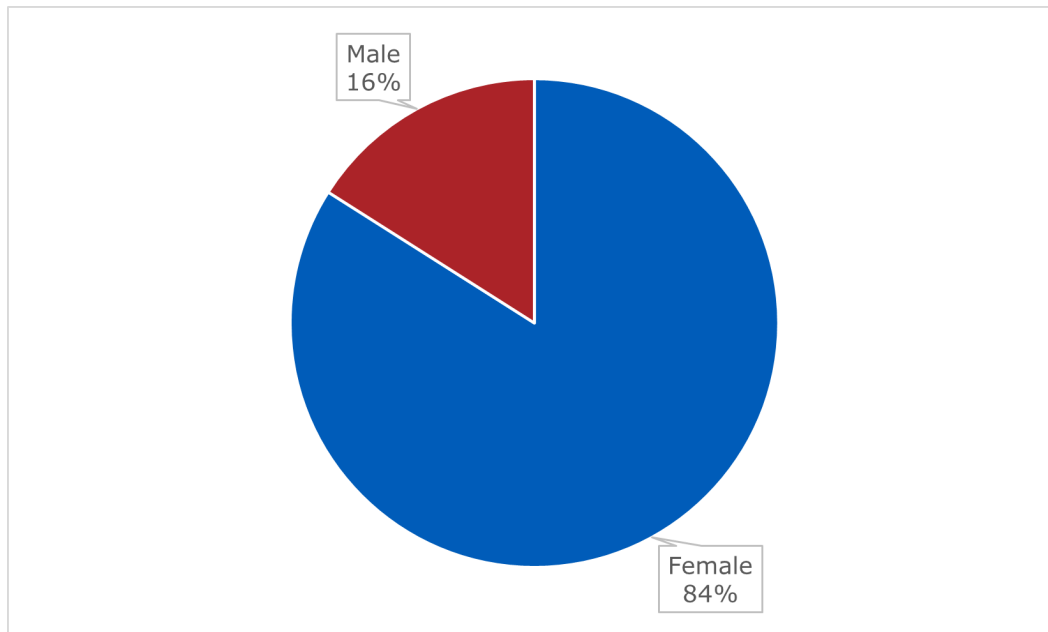
Source: DFPS Workforce Division analysis

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[4] Workforce Demographics Snapshot on 8/31/2023.

[5] See Appendix for commonly used abbreviations

Figure 3: DFPS Workforce by Race[6]
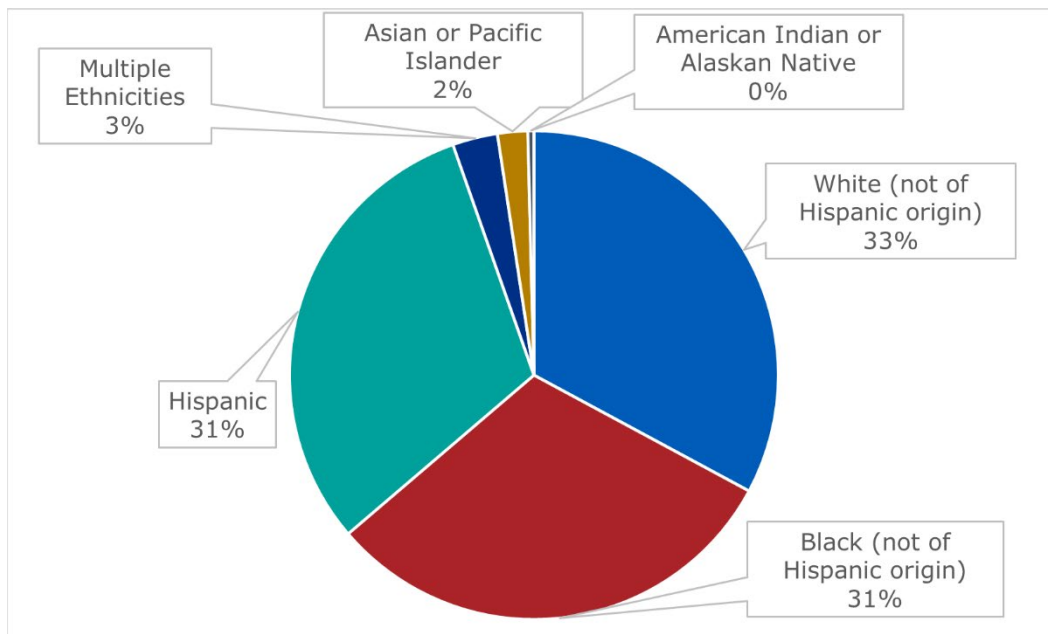
Source: DFPS Workforce Division analysis

Figure 4: DFPS Workforce by Age[7]

Source: DFPS Workforce Division analysis

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[6] Due to MS Excel rounding, percent total may not add up to exactly 100%.

[7] Due to MS Excel rounding, percent total may not add up to exactly 100%.

Table 3: Selected Job Family Demographics by Race/Ethnicity

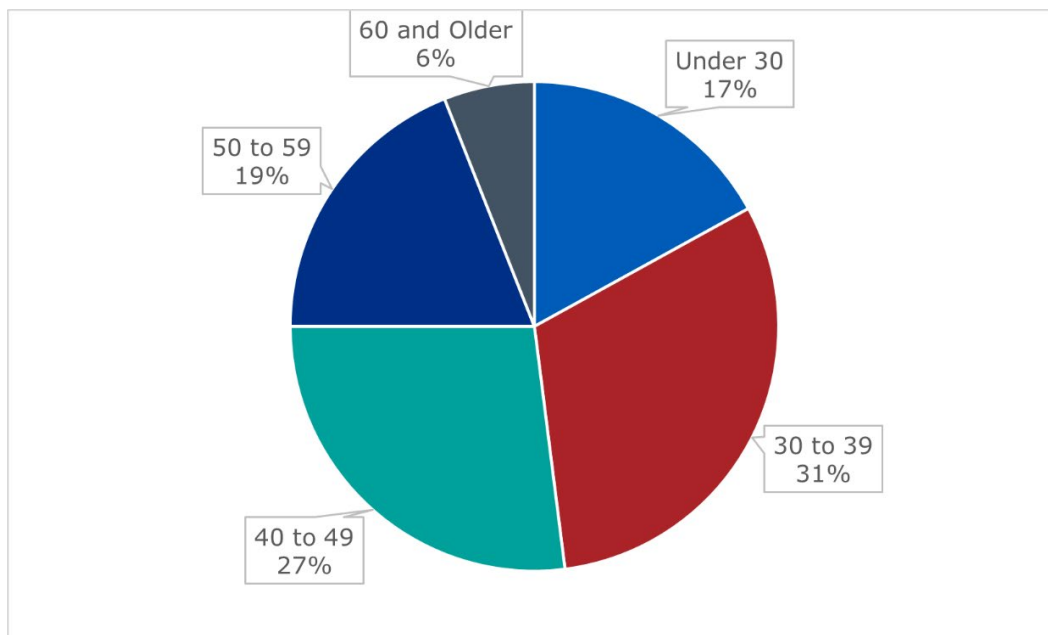| Selected Job Family	# of Staff	White (not of Hispanic origin)	Black (not of Hispanic origin)	Hispanic	American Indian or Alaskan Native	Asian or Pacific Islander	Multiple Ethnicities
APS In-Home Supv	86	31	31	23	0	0	1
APS In-Home Wkr	543	164	192	167	1	3	16
CPS CVS Supv	295	103	103	80	2	2	5
CPS CVS Wkr	1,767	466	652	562	6	20	61
CPS FBSS Supv	143	51	48	41	1	1	1
CPS FBSS Wkr	833	210	296	297	2	9	19
CPS INV Supv	397	162	111	112	0	1	11
CPS INV Wkr	2,447	702	868	753	10	30	84
SWI Supv	45	25	6	11	0	3	0
SWI Wkr	291	128	65	85	1	7	5

Table 4: Employee Separations by Reason[8]

Inventory		Voluntary		Retirement		Reduction in Force		Death	
440	3%	2,696	21%	197	2%	0	0%	18	0.1%

Table 5: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
12,741	2,887	23%

Retirement Projections[9]

On August 31, 2028, approximately 2 percent (240) of the current DFPS workforce is projected as a first-time eligible retiree.

Table 6: First Time Retirement Eligible Projection

As of 8/31/24		As of 8/31/25		As of 8/31/26		As of 8/31/27		As of 8/31/28	
170	1.4%	183	1.5%	210	1.8%	235	2.0%	240	2.0%

Return to Work Retirees[10]

DFPS currently employs 222 (2%) return-to-work retirees.

Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Black, Hispanic, and female employees working for the agency to the available state Civilian Labor Force (CLF) for each job category.

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[8] For a detailed analysis of staff turnover & retention, see DFPS, *Senate Bill 1 Rider 8 Human Resources Management Plan, FY 24 First Quarter (texas.gov)* (March 2024).

[9] CAPPS Financial Database as of 8/31/23.

[10] CAPPS Financial Database as of 8/31/23

The utilization analysis of the DFPS workforce reflects underutilization in two job categories: DFPS Technicians job category shows underutilization for female employees and DFPS Protective Services job category shows underutilization for black employees. Although potential underutilization was identified in the Technician job category, it should be noted that this job category comprises less than 1% of the DFPS workforce.

Table 7: DFPS Utilization Analysis Results[11] [12] [13] [14]

Job Category	Black			Hispanic			Female		
	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)
Officials/ Administrators	18.2%	12.9%	No	23.2%	16.2%	No	73.2%	57.2%	No
Administrative Support	24.3%	18.3%	No	40.3%	33.7%	No	93.4%	81.6%	No
Service Maintenance	0.0%	22.6%	N/A	0.0%	37.2%	N/A	0.0%	44.9%	N/A
Professionals	23.1%	11.5%	No	29.2%	17.8%	No	71.5%	58.5%	No
Protective Services	34.7%	37.9%	418	30.9%	25.2%	No	85.7%	49.8%	No
Skilled Craft	0.0%	9.4%	N/A	0.0%	26.0%	N/A	100.0%	10.6%	No
Technicians	29.4%	17.6%	No	29.4%	28.2%	No	52.9%	58.3%	1

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[11] "N/A" indicates that the number of employees in the category was too small (less than thirty) to test any differences for statistical significance.

[12] The State category "Para-Professional" was not included because it is not possible to derive "Para-Professional" category from the available American Community Survey data.

[13] DFPS Workforce as of 8/31/2023.

[14] CLF data for underutilization percentages comes from the "Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2021-2022" published by the Texas Workforce Commission (TWC).

Strategies to Meet Workforce Needs

Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from https://www.dfps.texas.gov/Jobs/default.asp users are taken to the "Come Work for Us" page that includes realistic job preview videos for DFPS positions, as well as written realistic job previews for all programs. CPI and CPS also has a self-screening test that asks applicants questions to help them decide if CPI or CPS is the right fit for them prior to applying.
- Continue to use a timed assessment to assess writing capabilities for SWI.
- Continue to use an interview guide that combines behavioral and open-ended interview questions to gain a greater understanding of an applicant's ability to perform job duties to better ensure retention.
- Continue recruitment efforts to identify candidates with a variety of educational and work/life experiences to determine the most qualified applicants for the agency, while continuing to give appropriate priority to individuals who hold a bachelor's degree or advanced degree in at least one of the following academic areas:
    - Social Work
    - Counseling
    - Early Childhood Education
    - Psychology
    - Criminal Justice
    - Elementary or Secondary Education
    - Sociology
    - Human Services
- Continue to provide a $5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills.
- Provide an increased starting salary (3.4 percent or 6.8 percent) to social work graduates hired into APS and SWI caseworker positions. CPI and CPS also provide a 6.8 percent increase to newly hired caseworkers holding a master's in social work.
- Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
    - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program staff to interview a higher number of applicants in one or two days.
    - Continue to partner with DFPS media specialists to produce special interest stories about careers with DFPS.
    - Add and refine additional training sessions, as needed, to accommodate new hires.
    - Increase Talent Acquisition Group human resources specialists for targeted areas, when necessary.
    - Work with contracted partners to expedite certain hiring activities.

- o LinkedIn Paid Contract:
  - o Two recruiter seats that allow a Hiring Manager to quickly review candidates, leave notes on candidate's profiles, and provide feedback to others. This will allow us to input search criteria, get targeted results, and prioritize candidates. We search for candidates instead of candidates searching for us.
  - o Four Job slots – DFPS will be able to post four job postings at one time.
  - o Career page with traffic ads – This allows DFPS to showcase our culture and careers and to attract applicants. It will provide candidates personalized job recommendations, so they can quickly explore and apply to open jobs within DFPS. Traffic ads will showcase our agency and drive LinkedIn members to follow the DFPS page with a single click on the ad.
- Indeed:
  - o Allows for enhanced job post visibility.
  - o Ability to use "instant match" which allows DFPS to invite standout candidates with resumes matching the job description.
- Handshake
  - o The Handshake network has 9+ million active student users, 1,400+ college and university partners, and 650K+ employers. (www.joinhandshake.com)
  - o Employers can post jobs and select universities/colleges to share their job postings to their Handshake website.
  - o Students/Alumni can search jobs on the Handshake website, submit their resume, and contact the employer through the website.
  - o Employers can review resumes and reach out to the applicants through Handshake's messaging system.
  - o HR Specialists are required to post on Handshake.
- DFPS Media Relations posts 20 TAG job requisitions a month via Social Media.
  - o Facebook
  - o LinkedIn
  - o Twitter
- Statewide job fair with same day interviews.
- Purchasing DFPS promotional items to enhance the agency's visibility and brand to potential candidates.

Retention Strategies

- Continue to provide a $5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue to provide programmatically focused skills training programs that ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying CPI and CPS workers a mentor stipend when they mentor new hires through their first few months of employment.
- Continue to provide "Rookie Year" on-boarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee's first year.
- Continue to offer staff training that provides an integrated, competency-based, training curriculum framework that supports a continuum of learning and skill development

from beginner to advanced management levels.
- Provide certification advancements tied to promotions for caseworkers and supervisors.
- Continue to recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.
- Provide the following focused retention activities for jobs with high turnover, high caseloads, and high vacancy rates:
  - Bring program/division teams together to help with workload in specific areas.
  - Pay a percentage of earned overtime for certain staff.
  - Add caseworker staff as the budget and FTE cap permit to reduce caseloads.
- Continue the Commissioner's Employee Recognition Ceremony and other employee recognition awards.
- Continue to implement supervisor assessments for prospective CPS, CPI, SWI and APS supervisors to test the candidates' aptitudes in areas such as casework, leadership, and human resources policies.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of CPS, CPI, SWI, and APS supervisor applicants.

Training Strategies

Training is an integral part of the workforce plan because it provides the opportunity to strengthen an employee's existing skills and learn new ones, helps to boost individual and organization performance and productivity, and allows experienced employees to impart knowledge to their potential successors. Training also allows employees to become more effective while also increasing job satisfaction and reducing employee turnover.

The Center for Learning and Organizational Excellence (CLOE) is responsible for curriculum development and course delivery. DFPS employee's receive training online, in-person, or a hybrid model of online and in-person. In FY23, 865 distinct courses were available to staff. Per the agency summary report below, in total, FY23 saw 208,085 participates who received 1,532,294 training contact hours.

Table 8: Agency Summary

Category Code	Sessions	Participants	Duration	Contact Hours
DFPSALL	712	5,300	2,359.00	10,217.50
DFPSAPS	55	252	1,336.00	13,367.00
DFPSCCL	7	69	42.00	414.00
DFPSCPS	7,174	32,539	146,859.00	402,728.75
DFPSLDR	26	141	156.00	846.00
DFPSSWI	13	52	3,640.00	14,560.00
HLTH SFTY	309	2,301	309.00	2,301.00
LEADER DEV	1	29	3.00	87.00
LEADERSHIP	3	87	9.00	261.00
POLICY	268	7,848	268.00	7,848.00
UNKNOWN	29,114	159,467	247,633.25	1,079,664.00
Agency Grand Total	37,682	208,085	402,614.25	1,532,294.25

Training will continue to be a priority and the following are planned in the next biennium:

- In FY24, 168 new courses were developed and included in the CLOE Training catalog now offered for employees and available for FY25 and beyond.
- 37 current projects in the developmental phase
- Currently assessing the need for additional projects to be developed
- Creation of a DFPS Leadership Academy

Schedule G: Workforce Development System Strategic Plan

This schedule is not applicable to DFPS.

Schedule H: Report on Customer Service

This report includes five completed surveys. Statewide Intake (SWI) submitted the results of an ongoing survey assessing the satisfaction of clients receiving services from SWI. Prevention and Early Intervention (PEI) submitted the results of one survey assessing the satisfaction of clients receiving services from PEI grantees. The Office of Consumer Affairs (OCA) submitted the results of a survey assessing the knowledge and satisfaction of consumers contacting OCA. Child Protective Services (CPS) submitted the results of the National Youth in Transition survey completed by Texas youth currently or recently in foster care. Adult Protective Services (APS) submitted the results of one survey assessing the performance of adult protective investigations and services.

I. Statewide Intake

Purpose

Statewide Intake (SWI) solicits feedback from reporters who call the 24/7 hotline or submit reports online using the Texas Abuse Hotline website. The website was created to allow reporting on non-urgent situations that do not require an immediate response and do not need to be investigated right away. The website provides a second reporting alternative that is available 24/7 and helps reduce call volume on the hotline.

The SWI Customer Feedback telephone survey obtains feedback from English and Spanish queue callers as recommended by the 2018 SWI Internal Audit. The survey gathers specific information about how courteous and helpful the intake specialist was throughout the call and the length of time that the caller was on hold before the call began. The survey, established in August 2019, is ongoing and conducted and monitored by Statewide Intake.

The SWI Feedback for Internet Reporting survey was created in November 2008 and is ongoing. The survey is hosted online and offered to all persons completing a report online. The survey requests information such as whether the reporter is a mandated, professional reporter and how often they use the reporting website. Further, the survey allows for comments on the reporter's experience of using the internet reporting system versus calling the hotline. Survey reports are not currently published on the internet. Current results for the survey can be requested by emailing QAUNIT@dfps.texas.gov.

Sample and Methodology

Over 3,000 people have completed the SWI Customer Feedback telephone survey in the first quarter of FY24. The survey seeks responses from everyone who calls the Texas Abuse Hotline English and Spanish queues to report abuse, neglect, and exploitation. While on hold waiting for an intake specialist to assist them, each caller hears the following message inviting them to participate in the survey: "Customer satisfaction is important to us, and to help us improve,

please take a brief survey about your experience. To participate, remain on the line after your call ends." The caller is asked to rate the following three statements about their experience by pressing 1 for Agree, 2 for Neutral, and 3 for Disagree: the amount of time they were on hold before their call was answered was reasonable; the intake specialist who assisted them was courteous; the intake specialist who assisted them was helpful. The survey is conducted by telephone and is offered in both English and Spanish. Individuals provide responses using their telephone keypads.

The SWI Feedback for Internet Reporting survey is six questions long and takes an average of four minutes to complete. Individuals may skip questions that do not apply. The survey has garnered almost 300 responses in the first quarter of FY24, with over 12,000 total responses since it was first offered. The survey is available to everyone submitting a report through the Texas Abuse Hotline e-reporting portal and includes an opportunity to provide suggestions for improving the internet reporting system.

Major Findings

SWI Customer Feedback telephone survey results from the first quarter of FY24 indicate that the intake specialist is courteous 86% of the time and helpful 84% of the time. Reporters believe calls are answered within a reasonable amount of time 70% of the time.

SWI Feedback for Internet Reporting survey results from the first quarter of FY24 indicate that just over 60% of survey respondents are mandated, professional reporters. Over 50% of respondents are submitting reports electronically for the first time. Approximately 25% of respondents use the internet reporting system one time a year or less, 21% use the system 2-12 times per year, and just over 1% uses the system 2-8 times per month.

Survey results are mixed on whether respondents prefer the online system over calling the hotline. Some respondents prefer speaking to a person, especially if the situation is in immediate need of attention or nuanced and requires explanation. Other respondents like the convenience of online reporting and prefer not to wait to speak with an intake specialist.

II. Prevention and Early Intervention[15]

Purpose

Prevention and Early Intervention (PEI) manages community-based programs that are designed to provide early intervention or prevent at-risk behaviors that lead to child maltreatment and juvenile delinquency. The purpose of the PEI survey was to gauge client satisfaction and overall experience with the PEI programming delivered by the PEI grantee. The survey was completed by the primary caregiver for family programs and by the youth for youth-serving programs. The survey was conducted primarily for program evaluation and improvement purposes.

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[15] The responsibilities of Prevention and Early Intervention will transfer to HHSC effective September 1, 2024.

Completion of the survey was voluntary; however, some PEI programs did have a contractual completion requirement of 50% of those eligible to complete the survey.

Methodology

The survey was conducted by PEI grantees and entered into PEI's database system of record. The study population was all families who discharged from PEI programs during FY 2023; however, not all PEI programs required the completion of the survey as a contractual output. Surveys were offered in English and Spanish, and clients could choose which language to complete the survey in. Providers were asked to assist clients in completing the survey in case the client did not understand questions. Providers could choose how they administered the survey - either in person, over the phone or via an online survey platform.

There were 18,390 surveys completed by clients, 11,426 of whom were youth participating in a youth- serving program. In FY 2023, there were a total 34,326 clients who discharged and were eligible to complete the survey, representing a 53% response rate overall. For each question, respondents could reply that the question was not applicable, or the provider could indicate that the question was not answered by the client. The item-by-item response rate is therefore different from the overall response rate.

Major Findings

Overall, PEI clients were highly satisfied with services and reported positive outcomes due to PEI services. The questions asked on the survey were mapped to three different domains:

- Positive Outcomes and Behaviors: Individual and Family
- Positive Outcomes and Behaviors: Engagement and Connectedness
- Client Satisfaction

Positive Outcomes and Behaviors: Individual and Family

- 94.1% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=13,562)
- 91.2% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2023. (N=12,922)

Positive Outcomes and Behaviors: Engagement and Connectedness

- 87.0% of respondents agreed or strongly agreed that the PEI program helped them learn about community resources and/or events that helped them, their child, or their family. (N=12,557)
- 89.5% of respondents agreed or strongly agreed that, because of the services they received, they know people who will listen and understand them when they need to talk. (N=13,081)
- 90.6% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY 2023. (N=12,277)

Client Satisfaction

- 95.9% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented to them in a language they are comfortable with. (N=13,408)
- 94.5% of respondents agreed or strongly agreed that services were available at times and location of services that were convenient for them and/or their family. (N=13,526)
- 96.6 % of respondents agreed or strongly agreed that they would recommend this program to a friend or family member in a similar situation. (N=11,755)

Category 1 of Findings (e.g. Access)

- 95.9% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented to them in a language they are comfortable with. (N=13,408)
- 94.5% of respondents agreed or strongly agreed that services were available at times and location of services that were convenient for them and/or their family. (N=13,526)
- 96.6 % of respondents agreed or strongly agreed that they would recommend this program to a friend or family member in a similar situation. (N=11,755)

Category 2 of Findings (e.g. Quality of Care) Positive Outcomes and Behaviors: Individual and Family

- 94.1% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=13,562)
- 91.2% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2023. (N=12,922)

Positive Outcomes and Behaviors: Engagement and Connectedness

- 87.0% of respondents agreed or strongly agreed that the PEI program helped them learn about community resources and/or events that helped them, their child, or their family. (N=12,557)
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- 90.6% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY 2023. (N=12,277)

III. Office of Consumer Affairs

Purpose

The Office of Consumer Affairs (OCA) resolves case specific, policy related complaints and responds to inquiries about DFPS programs in a fair and unbiased manner. These concerns may come from DFPS clients, their families, various stakeholders, and the public. Historically, many of the complaints and inquiries relate to Child Protective Investigations (CPI) and Child Protective Services (CPS) and their involvement with families as these are the largest DFPS programs.

The complaints may be made via telephone through a toll-free hotline, an e-mail submission, online webform available on the DFPS public website, fax, and regular postage mail. The assistance provided by OCA staff ranges from answering general questions relating to the DFPS program(s), identifying an internal agency contact person, providing an external agency's contact information or resource that may be of help, or taking a formal policy related complaint.

An online survey previously existed via the DFPS public website where information regarding the OCA was provided. This survey was optional to complete and available online via the use of Survey Monkey. However, access to this survey method was ended in fiscal year 2022 and the survey became unavailable for the public to complete.

Data

In Fiscal Year 2023, the OCA contact volume was a total of 14,666 contacts which were compromised of 4,657 complaints, 9,291 general inquiries or requests for information, and 583 Legislative and Governor inquiries. Contact methods of how OCA is contacted for assistance is listed in Table 9. This illustrates the potential sample size of customer satisfaction surveys that could be accessed.

Table 9: How OCA is contacted to file a complaint or make a general inquiry

How Contact was Received	Count
Text Message	1
Face-to-Face	3
Other	10
Fax	22
OCA Website Mailbox	77
Letter	86
Online Webform	1417
Email	1786
Phone	2007

Next Steps

OCA plans to re-instate the survey on the DFPS web page as well as embed the survey link in OCA e-mail responses. The Survey Monkey will utilize the standardized questions provided by the Legislative Budget Board in addition to specific survey questions to address customer satisfaction regarding OCA interactions.

IV. Child Protective Services

Purpose

Youth and young adults involved in the foster care system are at high risk for difficult outcomes during their transition to a successful adulthood. These difficult outcomes include homelessness, likelihood of dropping out of school, early parenthood, unemployment, dependence on public benefits, and involvement in the criminal justice system. To gather data about and address these concerns, the U.S. Department of Health and Human Services' Administration for Children and Families (ACF) created the John H. Chafee Foster Care Independence Program (CFCIP) in 1999. CFCIP established data quality standards and administers grants to states that collect data about persons involved in the foster care system.

DFPS contributes to this national data collection effort called the National Youth in Transition Database (NYTD) by engaging in two data collection and reporting activities created by the

ACF to measure states' success in preparing youth for their transition to a successful adulthood. First, DFPS collects and reports basic demographic data of youth and the independent living services provided to them. Secondly, DFPS conducts surveys of youth and young adults currently or formerly in foster care. The data from Texas and other states are collected and provided to the federal government for NYTD which in turn are stored in the National Data Archive on Child Abuse and Neglect at Cornell University and ultimately made available to researchers upon request.

NYTD is a longitudinal study that tracks outcomes of youth and young adults who have been involved with the foster care system. Every three years, states collect data on a new cohort of 17-year-old youth in foster care. Two years later at age 19, a random sample of the youth with baseline data is surveyed again. Finally, this random sample is surveyed again two years later, when they are age 21. The data allows researchers to access the outcomes these youth experience when they leave foster care and transition to adult living.

Texas Foster Care Outcomes Survey

In federal fiscal year 2021 (October 1, 2020, through September 30, 2021), DFPS staff surveyed a baseline of 17-year-olds in foster care within 45 days after their birthday, and all youth in the follow-up population at age 19 who were not incarcerated, incapacitated, or deceased. Topics addressed in the survey included:

- Employment;
- Educational attainment;
- Parenting;
- Health care coverage;
- Use of public benefits or other types of aid, such as scholarships;
- Homelessness;
- Drug or alcohol use;
- Involvement with the criminal justice system;
- Connection to adults as a source of emotional support; and
- Demographic information.

Sample and Methodology

DFPS surveyed a random sample of young adults age 17 as defined in 45 CFR 1355.20. Every third year, a new baseline of youth is surveyed. DFPS collected surveys between October 1, 2020, and September 30, 2021. Data for those age 21 will be collected in fiscal year 2024. Offered in English and Spanish, the survey and survey request were distributed in several ways:

- Paper survey in person and via mail;
- Email;
- Phone; and
- Text.

DFPS staff was available to read questions and provide an explanation of the survey questions, if needed. Confidentiality for the participating youth was assured since the survey addressed sensitive topics.

DFPS achieved a participation rate of 86 percent for both the initial and follow-up survey. A total of 1,211 youth age 17 took the baseline survey, and 245 youth age 19 took the follow-up survey. Reasons for non-participation in the survey are listed in Table 10.

Table 10: Reasons for Survey Non-Participation

Participation Status	Age 17	Age 19
Youth Declined	32	6
Parent Declined	2	0
Incapacitated	25	1
Incarcerated	2	1
Runaway or Missing	45	16
Unable to Locate	28	18
Death	0	1
Other	64	0

Survey Findings

Outcomes reported by survey respondent are grouped into the following categories: financial self-sufficiency, educational attainment, risk and protective factors, and access to health insurance.

The data support better outcomes for youth participating in extended foster care than those who do not. Compared to follow up respondents not in care, those in care benefited with:

- Better educational outcomes;
- A higher employment rate;
- Less risk factors; and
- A higher health insurance coverage rate.

Financial Self-Sufficiency

Overall, 16 percent of respondents had some form of employment at age 17. For those 19 and in care, 59 percent were employed, and for those 19 and not in care, the outcome was 53 percent. Furthermore, those 19 and not in care were more likely to receive some form of public assistance, excluding social security which they were less likely to receive. See Table 11 for all financial self-sufficiency outcomes.

Table 11: Financial Self-Sufficiency Survey Outcomes

Financial Self-Sufficiency	Age 17	Age 19: In Care	Age 19: Not in Care
Current Full-Time Employment	3%	14%	32%
Current Part-Time Employment	13%	45%	21%
Employment-Related Skills	25%	36%	47%
Educational Aid	1%	7%	14%
Public Financial Assistance	NA	NA	5%
Public Food Assistance	NA	NA	15%
Public Housing Assistance	NA	NA	6%
Social Security	7%	20%	6%
Other Financial Support	2%	7%	6%

Educational Attainment

Respondents age 17 earned a high school diploma or GED at an overall rate of 5 percent. However, 92 percent were enrolled in some form of education. A total of 57 percent of follow up respondents in care earned a high school diploma or General Education Development (GED)certification compared to 50 percent of those not in care. For those 19 and in care, 55 percent were still enrolled in education, whereas only 34 percent of respondents not in care were currently enrolled in education. Table 12 details all education survey outcomes.

Table 12: Educational Attainment Survey Outcomes

Educational Attainment	Age 17	Age 19: In Care	Age 19: Not in Care
Associate Degree	0%	0%	0%
Bachelor's degree	0%	0%	0%
High School Diploma or GED	5%	57%	50%
Current Enrollment	92%	55%	34%

Risk and Protective Factors

An examination of the results related to risk factors reveals that overall 29 percent of youth age 17 were incarcerated at some point. For follow up respondents, a gap emerged for those in care and out of care. For those in care, 5 percent experienced homelessness or incarceration in the past two years. However, the numbers were higher for those not in care with 30 percent experiencing homelessness and 20 percent being incarcerated in the past two years. The gap is also apparent for substance use referrals. Of those 19 and in care, no substance abuse referrals were reported in the previous two years compared to a 11 percent response for those not in care. See Table 5 for all risk and protective factor outcomes.

Table 13: Risk and Protective Factors Survey Outcomes

Risk and Protective Factors	Age 17	Age 19: In Care	Age 19: Not in Care
Substance Abuse Referral[16]	14%	0%	11%
Incarceration[17]	29%	5%	20%
Homelessness[18]	22%	5%	30%
Children[19]	5%	5%	9%
Connection to an Adult	95%	95%	89%

Health Insurance

Health insurance is comparable to initial survey respondents and follow-up respondents still in care with 100 percent of both groups having some form of health insurance overall. The numbers are worse for follow up respondents no longer in care with only 78 percent having some form of health insurance. See the detailed health insurance coverage survey results in Table 14.

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[16] The baseline cohort was surveyed on the occurrence during their lifetime. At follow up, the cohort was surveyed on the occurrence of this outcome in the past two years.

[17] The baseline cohort was surveyed on the occurrence during their lifetime. At follow up, the cohort was surveyed on the occurrence of this outcome in the past two years.

[18] The baseline cohort was surveyed on the occurrence during their lifetime. At follow up, the cohort was surveyed on the occurrence of this outcome in the past two years.

[19] The baseline cohort was surveyed on the occurrence during their lifetime. At follow up, the cohort was surveyed on the occurrence of this outcome in the past two years.

Table 14: Health Insurance Coverage Survey Outcomes

Health Insurance	Age 17	Age 19: In Care	Age 19: Not in Care
Medicaid	98%	98%	76%
Other Health Insurance Coverage	2%	2%	5%

Next Steps

DFPS continues to focus on many improvement efforts to the services available to transiting youth, including:

- Transiting to Community Based Care;
- Promoting normalcy activities;
- Offering the Extended Foster Care, Supervised Independent Living, and Former Foster Care Children's programs;
- Executing cooperative agreements with the Texas Workforce Commission and local Workforce Boards, such as Community Transition Centers; and
- Utilizing foster care liaisons.

V. Adult Protective Services

Purpose

Every day, the staff of Adult Protective Services (APS) respond to allegations of abuse, neglect, and exploitation of vulnerable members of the community: the elderly and adults with disabilities. They investigate these allegations and arrange services for clients. While APS staff continue to provide services around the clock, APS is also striving to work with partners in a collaborative and productive way. APS cannot do this work alone and must coordinate with partners in the community to address the needs of clients.

Because of this and in accordance with the [Texas Human Resource Code, Section 48.006](), the Texas Department of Family and Protective Services (DFPS) surveys community stakeholders of Adult Protective Services (APS) every other year. The purpose of this survey is to gather information on the performance of adult protective investigations and provision of services, for use in evaluation and improvement to address community concerns.

Methodology

At the core of the APS Community Partner Survey is a series of standardized satisfaction-related statements to which respondents reply on an agreement scale from "strongly disagree" to "strongly agree". Responses to these questions are analyzed to understand stakeholder perceptions at the point in time of the survey. The great majority of these satisfaction indicator statements have been used for most of the life of the survey with occasional minor wording changes. There have been no changes since the 2007 survey. Most of the statements are tailored to specific stakeholder groups.

The survey was available for completion from December 26, 2023, through February 9, 2024. Invitations were sent to approximately 3,500 email addresses from contact lists provided by APS staff, DFPS faith-based and community engagement staff, and external agency contacts. Invitations and reminders were tailored to key stakeholder groups. Additionally, links to the survey were placed in staff email communication with external contacts during the survey period. Those receiving these email links, as well as respondents who completed the survey, were encouraged to forward the survey link to others who might have feedback for APS.

The survey received a total of 853 unique valid responses. Responses came from judicial and law enforcement sectors, APS Boards, and a variety of other community and state agencies and organizations. Some DFPS staff responded (7% of total); their responses are included in the results reported here. Excluding staff responses, the number of responses to the 2023 survey exceeded that of any other survey year. Major findings from the survey are shared below.
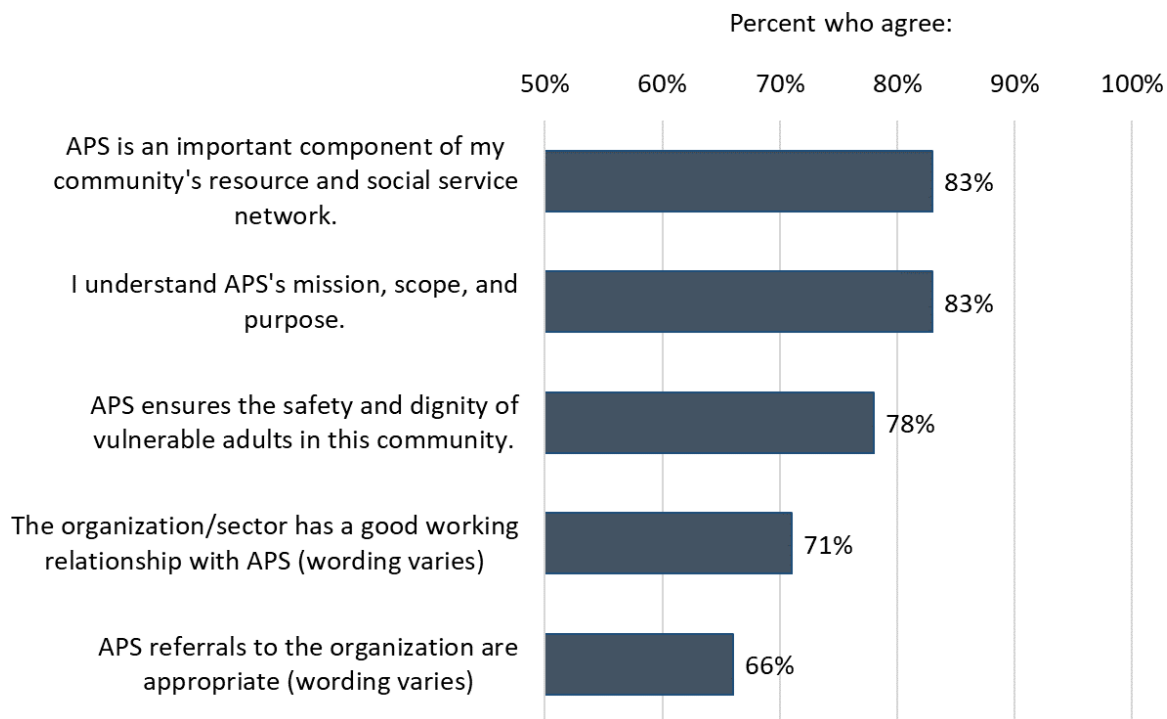
Key Satisfaction Indicators

Among the standardized satisfaction statements in the Community Satisfaction Survey, a group of five statements are assessed as key satisfaction indicators reflecting APS success in five areas:

1. Communicating the APS mission, scope, and purpose
2. Enhancing community resources and services
3. Ensuring the safety and dignity of vulnerable adults
4. Coordinating with community partners through appropriate referrals
5. Achieving a good working relationship with community partners

Results on key satisfaction indicators in the 2023 survey are illustrated in Figure 5 below. Results suggest strong recognition of the value and mission of APS. For example, 83% of responses agreed that "APS is an important component of (the respondent's) community's resource and social services network." Further, 83% agreed that they "understand APS's mission, scope and purpose" and 78% agreed that "APS ensures the safety and dignity of vulnerable results in this community."

Smaller majorities of respondents agreed with key statements reflecting perceptions of working relationships between the respondent's organization or sector and APS. A majority agreed that their organization or sector has a good working relationship with APS (71%). A somewhat lower percentage (66%) agreed that referrals to their organization or sector are appropriate.

Figure 5: 2023 APS Community Partners Survey Agreement with Key Satisfaction Indicators

Percent who agree:

	50%	60%	70%	80%	90%	100%

APS is an important component of my community's resource and social service network. **83%**

I understand APS's mission, scope, and purpose. **83%**

APS ensures the safety and dignity of vulnerable adults in this community. **78%**

The organization/sector has a good working relationship with APS (wording varies) **71%**

APS referrals to the organization are appropriate (wording varies) **66%**

Stakeholder Comparison

Community partners' satisfaction with their working relationship with APS can differ substantially by stakeholder group. These differences are illustrated in Figure 6 below. Agreement that the respondent's organization or sector has a good working relationship with APS ranged from a 95% for APS Boards to 41% for judicial partners.

Agreement that APS referrals to the respondent's organization are appropriate ranged from 76% for other community organizations to 36% for judicial partners. The survey does not collect information on whether some issues asked about in the survey may be more important to some stakeholders than others, which could affect the importance of these differences in levels of agreement across stakeholder groups.

Figure 6: 2023 APS Community Partners Survey, Satisfaction with APS Working Relationship, by Stakeholder Group

Legend for vertical bars in order from left to right:

■ The organization/sector has a good working relationship with APS (wording varies)
☐ APS referrals to the organization are appropriate (wording varies)

Percent who agree:
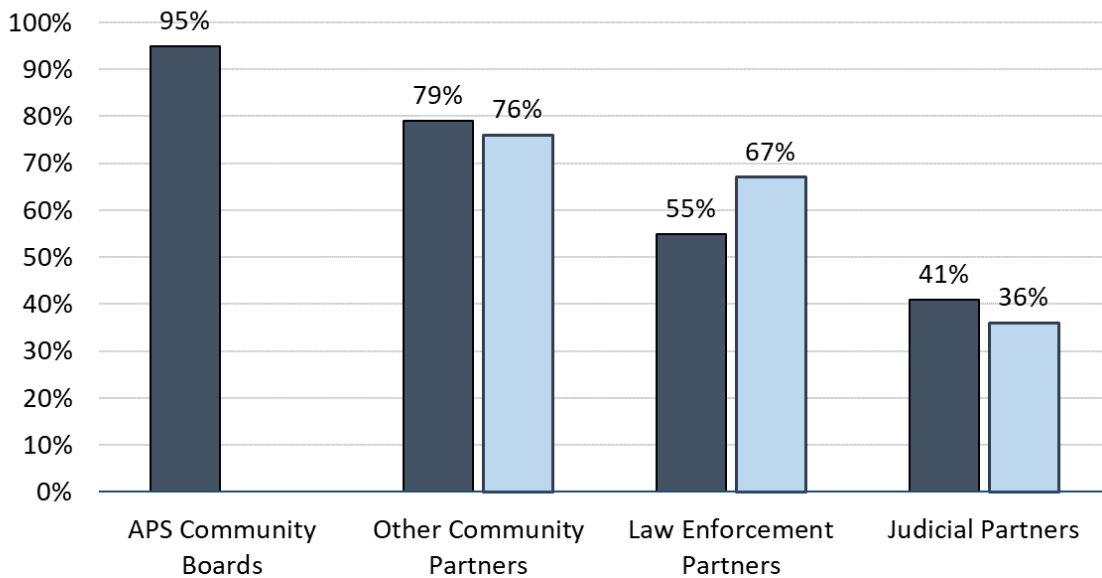
Survey Reporting

DFPS shares findings of the survey in a report on the DFPS website. Survey results are also shared with regional APS management for evaluation and improvement of services, judges of courts with probate jurisdiction, and other stakeholders.

Schedule I: Certification of Compliance with Cybersecurity Training

The Texas Government Code, Section 2056.002(b)(12), requires state agencies to include in the strategic plan a written certification of the agency's compliance with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192. A signed certification form is included on the next page.

APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING

CERTIFICATE

Agency Name

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge	**Board or Commission Chair**
Jennifer Bush _Digitally signed by Jennifer Bush Date: 2024.02.21 11:55:47 -06'00'_	_[signature]_
Signature	Signature
Jennifer Bush	Stephanie Muth
Printed Name	Printed Name
Chief Information Security Officer (CISO)	Commissioner
Title	Title
02/21/2024	3/1/2024
Date	Date

Schedule J: Report on Projects and Acquisitions Financed by Certain Fund Sources

This schedule is not applicable to DFPS.

Appendix: Commonly Used Abbreviations

APS   Adult Protective Services

CPI   Child Protective Investigations

CPS   Child Protective Services

CVS   Conservatorship

DCI   Day Care Investigations

DFPS Department of Family and Protective Services

FBSS   Family-Based Safety Services

FTE   Full-time Employee

OIA   Office of Internal Affairs

PCW   Prevention and Community Well-Being

PEI   Prevention and Early Intervention

RCI   Residential Child Care Investigations

SWI   Statewide Intake