

DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

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Agency at a Glance

The Legislature created the Department of Family and Protective Services (DFPS) in 2003 from the functions of the Department of Protective and Regulatory Services in the consolidation of the health and human services agencies. DFPS aims to protect children, adults aged 65 and over, and individuals with disabilities by carrying out the following key activities.

- Investigating allegations of abuse and neglect of children or vulnerable adults perpetrated by a caregiver, whether in the home, in a state-run facility, in a state-contracted setting, or in a regulated child care operation.
- Providing services to families and individuals to prevent future harm from abuse or neglect.
- Placing abused or neglected children with other family members or in a foster home and seeking to address these children's long-term needs through adoption or transition to adult living.
- Regulating child care centers and 24-hour residential child care facilities to ensure a minimum standard of health and safety for children.

DFPS needs to improve the day-to-day aspects of managing its challenging work.

Approach to Sunset Reviews of Health and Human Services Agencies

The Sunset Commission reviewed the functions and duties of DFPS and other health and human services system agencies before evaluating the Health and Human Services Commission (HHSC) and matters relating to the overall system. This approach allowed the Sunset Commission to assess each agency as currently configured, with the understanding that the overall system configuration could change through the later review of HHSC and the accumulated knowledge gained from the reviews of all health and human services agencies.

Ultimately, the Sunset Commission did not continue DFPS as a separate agency, instead recommending reorganization of all of the system agencies into a functional structure under HHSC, as discussed in the HHSC section of this report. However, the specific recommendations affecting DFPS continue to be needed to address the Sunset Commission's concerns about the agency and its programs whether they operate within DFPS or within the reorganized system. These specific recommendations are presented here as the agency and its functions are currently organized, but the Legislature will ultimately determine their placement within the overall health and human services system.

Summary

Aside from law enforcement, no other government agency is more directly involved in life-and-death decisions affecting Texans than DFPS. Its responsibility to protect society's most vulnerable — children, elderly, and persons with disabilities — is as immensely challenging as it is important.

Child Protective Services (CPS), by far the largest and most visible DFPS program, operates in an uncertain, chaotic environment in which child deaths and other tragic events unfortunately happen. Despite the inherent difficulty of its protective mission, DFPS is expected to answer for every bad outcome. As a result, the agency frequently finds itself on the defensive and in a constant state of putting out fires and responding to crisis and criticism, creating a continual cycle of both legislative and self-imposed change in which outside pressures dominate its agenda.

Given the unique nature of this agency and its history of continual change and reform, the Sunset Commission sought to help DFPS better focus on and improve the more day-to-day aspects of managing its challenging work. To this end, the Sunset Commission recommended a series of improvements to correct poor management practices that contribute to high CPS caseworker turnover, a problem that has long plagued the agency. Other action would improve overall CPS management, and provide needed flexibility to remove unnecessary burdens on caseworkers and increase the time they spend with children and families, as separately addressed by a CPS operational assessment that coincided with the Sunset review. The following material summarizes the Sunset Commission's recommendations on DFPS.

Issues and Recommendations

Issue 1

Efforts to Reduce Turnover of CPS Caseworkers Fail to Address Key Reasons Many Staff Leave.

CPS caseworkers contend with high workloads, low pay, and incredibly stressful, challenging working conditions. Understandably, the workers who face the demands of this job often leave the agency citing the inherently stressful nature of the job and the pay — an issue facing many child welfare agencies across the nation. The Legislature and DFPS have long been concerned with reducing chronically high caseworker turnover, which results in a number of problems that directly affect the agency's ability to meet its mission of protecting children. However, despite legislative efforts to reduce workload, the CPS turnover rate remains significantly higher than the state agency average, and DFPS' own efforts to reduce turnover have not done enough to shape a work environment that supports and develops caseworkers to successfully address retention.

Recommendations

Management Action – Nonstatutory

1.1 Direct DFPS to consolidate its existing workforce management functions under one operational unit and add additional critical functions to better support employees and systematically identify root causes of turnover.

Consolidating workforce support functions, such as caseworker and management training and hiring, would allow the agency to more holistically identify and address management problems that lead to turnover and make better informed and systematic efforts to address turnover.

1.2 Direct DFPS to dedicate certain existing caseworker positions to create a mentoring program to better support new CPS caseworkers.

A dedicated mentor program would help lessen much of the strain on supervisors of constantly training new caseworkers and ensure new caseworkers receive the support they need to successfully transition to carrying a full caseload.

1.3 DFPS should more clearly define its policy on the use of corrective performance actions, provide additional guidance to managers on appropriate use, and require centralized reporting of all level one actions.

This recommendation would help ensure that corrective action levels for caseworkers are more consistently and fairly applied, to create a less punitive work environment and encourage supervisors to truly coach caseworkers to improve performance.

1.4 DFPS should develop a systematic way of using turnover, when appropriate, as a tool for judging performance of CPS regional management.

DFPS could recognize managers who adopt effective strategies to increase retention to help replicate those practices agencywide, as well as identify managers who need additional training and resources devoted to improving turnover. This recommendation would also incentivize regional managers to solve work environment issues within their own regions.

1.5 CPS should revise its system for evaluating caseworker performance by better evaluating quality.

CPS should incorporate measures that more directly tie to casework quality and services provided, rather than focus primarily on the timeliness of casework activities and documentation.

1.6 DFPS should provide guidance to managers on awarding merit pay to ensure transparency and consistent criteria for merit pay awards to foster increased morale and retention.

1.7 DFPS should establish a system for collecting confidential internal complaints.

Under this recommendation, the workforce management unit discussed in Recommendation 1.1 would handle the complaints outside of the direct chain of command. DFPS should also make efforts to keep complaints anonymous as a way to identify management problems and systemic issues with workplace culture not necessarily related to individuals that may contribute to high turnover.

1.8 DFPS should regularly do casework time studies to more accurately develop caseload goals and policies that are fair and attainable for caseworkers.

These studies would help DFPS identify problems within the current system and measure the impact of new agency policies on the time it takes to complete casework. The agency should complete the first casework time study by October 2016, and once every three years thereafter.

1.9 DFPS should develop a standardized and objective method for fairly and efficiently distributing cases.

An objective, systematic method for distributing cases would reduce work on the part of the supervisor, travel expenses for the agency, and travel time for the caseworker.

Issue 2

A Crisis Culture Affects CPS' Ability to Focus on Day-to-Day Management Activities Needed to Successfully Perform Its Difficult Work.

Any assessment of CPS must be made with consideration of the challenging, unpredictable environment in which it must react to crisis situations as a regular part of its daily business. Not surprisingly, this inherent reactive approach shows up in the way DFPS approaches the very management of CPS operations, resulting in a continuing cycle of crisis and criticism that distracts the agency from developing an effective approach to CPS management and ensuring it delivers desired results. Agency management had already recognized the need to take a step back and examine the most basic elements of CPS operations through a contracted operational assessment. A principal finding of this assessment was that on average, caseworkers spend about 26 percent of their time with children and families, with paperwork and other administrative tasks taking a large part of the remaining time.

Recommendations

Change in Statute

2.1 Require CPS to implement an annual business planning process.

This recommendation would help CPS focus its efforts and prioritize activities and resources that best support its overall goals for improvement. CPS State Office would lead this process, but seek and use input from regional staff to gain buy-in and achieve a common understanding of CPS' direction and goals and how new and ongoing initiatives further them. The agency would be required to submit its annual CPS business plan no later than October 1 of each year to the governor and Legislature.

Management Action – Nonstatutory

2.2 Direct DFPS to report to the Sunset Commission in October 2014 on its first CPS business plan and any statutory barriers that may impede needed changes.

DFPS submitted its first CPS business plan to the Sunset Commission in October 2014, as described under Recommendation 2.1, detailing its plans to implement both changes related to the operational assessment as well as Sunset Commission recommendations. As part of the same report, DFPS also identified statutory barriers that complicate or prevent implementation of recommendations made through the CPS operational assessment, with the ultimate goal of increasing the time CPS caseworkers spend with

children and families. The Sunset Commission considered each proposed change and adopted a package of statutory proposals for inclusion in the DFPS Sunset bill, as described under Recommendation 2.3.

Change in Statute

2.3 Eliminate, clarify, and streamline burdensome and prescriptive statutory requirements.

Based on the proposed changes presented by DFPS in its October 2014 report, the Sunset Commission adopted a variety of statutory modifications intended to improve caseworker retention, streamline requirements, allow the agency to respond to situations in a more flexible manner, and increase the amount of time caseworkers spend with children and families. Examples include the following broad categories:

- repealing or modifying statutes that overly prescribe agency hiring and staffing requirements, such as specific training and curriculum for CPS caseworkers and managers;
- streamlining statutes governing permanency hearings and associated reporting;
- streamlining or repealing unnecessary reporting, notification, information system, and paperwork requirements; and
- repealing outdated statutes that no longer reflect the current business reality of the agency and cause confusion.

These changes are intended to streamline and clarify DFPS' statute, and give the agency flexibility to implement the changes in progress through the CPS operational assessment, also known as "CPS Transformation."

Management Action – Nonstatutory

2.4 Direct DFPS to submit a progress report to the Sunset Commission in 2016 on changes made as a result of the CPS operational assessment.

A progress report would provide an update to the Sunset Commission and hold the agency accountable for acting on recommendations made through the assessment in addition to any statutory barriers identified in Recommendation 2.3.

2.5 Direct DFPS to comprehensively review and update the CPS policy and procedures handbook.

Under this recommendation, DFPS would update or create new content, evaluate the continuing need for each policy, identify opportunities to eliminate redundancy of caseworker efforts and steps that do not add value, and reduce overall complexity.

2.6 Direct CPS to develop a systematic approach to its policymaking process to ensure clear, updated policies and procedures that mitigate risk of noncompliance and staff confusion.

This recommendation lays out specific elements for changing policies and procedures, including designating responsible staff for developing policies, establishing criteria for the need for changes, and properly communicating policy changes and providing implementation guidance to regional staff.

2.7 Direct DFPS to require CPS regions to fully document their protocols and practices, report these, and update them on a regular basis.

This recommendation would enable CPS State Office to have a full understanding of where regions are doing things differently and why, and identify trends and ways in which state policy does not work appropriately in one or more regions. In addition, CPS could use this process to identify any potential best practices for broader implementation across the state.

2.8 Direct CPS to develop a systematic, comprehensive approach to evaluating and monitoring regional performance, including a monitoring process to verify implementation.

The agency's approach should include, at a minimum, a regular on-site regional review process that evaluates overall regional performance using a common set of criteria for each review and regular, comprehensive reporting and recommendations from State Office to each region using performance and trend information. These approaches would allow CPS State Office to evaluate the effects of state policy in practice; provide valuable, comprehensive feedback to regional management to help them improve; and ensure regions take action in response to identified problems.

2.9 CPS should develop a process to report results of staff surveys and other feedback mechanisms back to employees, including suggestions made and management actions taken.

Implementing this practice could help ensure that agency management more fully considers employee input and could help employees feel more invested in the organization as a result, which could improve morale, important at an agency with high turnover.

2.10 Direct DFPS to ensure its planning efforts for IMPACT modernization support improvement and align with possible CPS operational changes.

This recommendation would direct DFPS to ensure it thoroughly plans for meeting CPS' needs through its effort to modernize IMPACT, its case management IT system, and use information gained and recommendations made through the CPS operational assessment in identifying ways IMPACT could better support caseworkers and provide the data needed for performance management and business intelligence.

2.11 Direct DFPS to develop a succession planning strategy, to prepare for impending retirements and provide opportunities for advancement to lower-level staff.

Issue 3

DFPS Faces Significant Challenges and Risks in Its Efforts to Reform the State's Foster Care System.

Texas, like many other states, struggles to provide quality care for foster children to help them heal from the trauma they have experienced and go on to lead healthy, productive lives. Foster care redesign is an attempt to change the way the State contracts and pays for foster care and address many of the system's longstanding problems, such as those related to child placement and access to services. However, this outsourcing endeavor has its own risks, and other states' and the agency's own experiences show caution is warranted.

Currently, very little data or experience exists to judge the performance of the foster care redesign model and inform decisions about broader implementation. Further, DFPS has not clearly articulated a long-range plan for implementing a redesigned foster care system statewide to mitigate inherent risks associated with the transition.

Recommendations

Change in Statute

3.1 Require DFPS to develop and maintain a long-range foster care redesign implementation plan to guide the agency's transition efforts.

DFPS would use this working document to annually report progress toward implementation goals, such as rollout timelines and limitations, case management roles and responsibilities of DFPS and contractors, and plans for evaluating costs and performance of this new system. This plan would help guide DFPS' implementation efforts, as well as assist the agency in communicating a clear vision to dispel uncertainty among stakeholders.

Management Action – Nonstatutory

3.2 DFPS should thoroughly evaluate system data and cost before pursuing broad implementation of foster care redesign.

This recommendation would direct DFPS to decide on broad-based implementation of foster care redesign after thorough evaluation of performance and cost data from experience under the new system. The agency should also perform a simultaneous internal analysis of the costs involved with initial procurements to better understand the cost of foster care redesign to the State, contractors, and community partners as a whole. The agency would present the results of any data and cost analyses to its Public Private Partnership for discussion and feedback on how best to move forward with foster care redesign. A more deliberate approach to evaluating and implementing foster care redesign would help DFPS mitigate the significant risks associated with the reform effort.

3.3 DFPS should develop a consistent approach to measuring and monitoring provider quality and identifying risk indicators in both the legacy and redesigned systems.

DFPS should identify and develop common quality and risk indicators and performance measures to gauge and communicate the performance of the entire foster care system. The agency should publicize legacy foster care system performance, comparing the performance on selected measures across all providers in both the legacy and redesigned systems and include information in residential contracts for how the agency will use performance measures to improve provider quality and the legacy system as a whole. These changes would improve DFPS' ability to monitor performance of the foster care system and better predict problems before they occur.

3.4 Rules should be adopted for the use of foster care advisory committees, ensuring the groups meet the structural and operational needs for advancing the agency's goals.

Formalizing foster care advisory committees' membership, terms, purpose, and goals would elevate the importance and effectiveness of these groups in achieving the critical safety, permanency, and well-being goals for children in the State's care.

Issue 4

DFPS' Enforcement Efforts Must Be Strengthened to Best Ensure the Safety of Children in Regulated Care.

Driven by statute, the State's traditional approach to enforcing Child Care Licensing regulations has been to pursue non-monetary sanctions before imposing administrative penalties. This approach dampens DFPS' enforcement effort in favor of an extensive collaborative approach of working with regulated entities to bring them into compliance with standards and licensing requirements. Such a limiting approach to enforcement hampers the agency's ability to meet its mission to ensure the safety of children in care. As a result, DFPS has taken very few adverse enforcement actions against providers, and rarely used its administrative penalty authority. One consequence of this relaxed regulatory environment is a high incidence of repeat violations, many of which occurred on the highest-risk standards. Also, DFPS has difficulty ensuring that it consistently and reasonably applies safety standards, affecting the level of protection children experience across the state while in regulated child care.

Recommendations

Change in Statute

4.1 Authorize the agency to assess administrative penalties for high-risk child care licensing violations without being required first to pursue non-monetary administrative sanctions.

This recommendation would allow the agency more discretion in applying administrative penalties to violations of Child Care Licensing standards deemed high risk by the agency, just as current law provides for background check violations. The recommendation does not direct the agency to stop providing technical assistance or pursuing corrective action plans to achieve compliance with its regulations. Broader authority would, however, give the agency needed flexibility to help accomplish the ultimate goal of mitigating higher risk of harm to children in care.

4.2 Require DFPS to develop an enforcement policy in rule to guide child care licensing enforcement efforts, and require a specific methodology to be publicly available.

The policy would summarize general expectations for holding licensed operations accountable and communicate the agency's framework for using its regulatory tools, from technical assistance, to corrective action plans and adverse enforcement action. The recommendation would also require the agency to establish and make publicly available a specific methodology to use when determining the proper level of disciplinary action for day care and residential child care operations that have violated state laws or agency rules.

4.3 Grant cease-and-desist authority to DFPS limited to the unlicensed provision of child care in accordance with child care laws.

This recommendation would provide a tool for dealing with an individual or entity operating a child care operation without a permit and also provide for assessing administrative penalties on those who fail to comply with the agency's order. The recommendation would not prevent the agency from working to bring unlicensed operators into compliance with standards for safe child care. Cease-and-desist authority would help the agency better protect children in care and consumers from harm that can result from operators outside the state's regulations.

Management Action – Nonstatutory

4.4 Direct DFPS to develop a more robust quality assurance process for standards cited that directly relate to child safety.

This recommendation would direct DFPS to use the performance management unit within Child Care Licensing to better support and improve regulatory efforts by evaluating trends, concerns, and successes, and recommending specific changes. The performance unit should use its evaluation of existing enforcement support processes, including technical assistance and administrative reviews, to improve regulatory processes.

Issue 5

CPS Does Not Capture Comprehensive Information to Adequately Address How Well It Is Protecting Children.

CPS does not gather and evaluate sufficient data to most accurately assess the risk to children and the quality of services it provides, and does not ensure that services provided to families address the specific risks to children. The agency also lacks clear and consistent policies for referring families for services, which may result in some families not receiving interventions needed to mitigate safety risks to children.

Recommendations

Management Action – Nonstatutory

5.1 DFPS should add a recidivism measure linked to the alleged perpetrator.

In addition to the current recidivism measure linked to the child, developing and evaluating an additional measure of recidivism linked to individual perpetrators would enable the agency to assess the effectiveness of CPS services in preventing repeated abuse or neglect by parents or other caregivers. Adding this measure would allow DFPS to better identify patterns of abuse perpetrated by one caregiver against multiple children and in multiple households.

5.2 The agency should clarify and standardize the use of unsure case findings.

This recommendation would direct DFPS to clarify through policy and additional caseworker training the appropriate use of each disposition finding, especially unable-to-complete and unable-to-determine findings. Ensuring that caseworkers assign the most accurate dispositions to each allegation would improve the quality of the agency's data and allowing for better tracking of risk and outcomes for children and families.

5.3 DFPS should broaden its child fatality investigation review to include a sample of all fatality investigations.

This recommendation would direct DFPS to broaden its current review process to include a sample of fatality investigations with all disposition findings, including fatalities ruled out as being related to abuse or neglect. This broader review would help the agency better ensure it accurately reports the number of fatalities due to abuse or neglect each year and have a more comprehensive quality control process for all child fatality investigations.

5.4 The agency should develop a clear and consistent policy for referring families to services.

A clear and consistent process would increase the value of Family-Based Safety Services outcome measures, if the same types of families are accepted across the state. The process would also increase the perception of fairness and lessen confusion among investigations staff, making case transfer less cumbersome and more predictable.

5.5 DFPS should develop more specific outcome measures for Family-Based Safety Services.

To accurately gauge the success of each family-based safety service provided, the agency should require caseworkers to link each service to an identified safety risk or risks that the service is intended to reduce. The agency could then examine how well specific services work to improve child safety and ultimately to focus on providing only those services that effectively keep children safely in their homes.

5.6 DFPS should monitor the use and evaluate the effectiveness of investigation resources.

This recommendation would direct DFPS to monitor the use of investigation resources and in turn evaluate the use of these resources to confirm or rule out allegations of abuse or neglect. The agency should develop a process for identifying cases that would benefit from child advocacy centers, the Forensic Assessment Center Network, or special investigator input.

Issue 6

Prevention and Early Intervention Efforts Should Be Elevated in Importance and Have Better Evaluation of Program Effectiveness.

Despite pressures to cut prevention programs when funding is limited and the need for a more immediate response is obvious, preventing poor outcomes is always preferable to the incalculable costs associated with child death or injury or broken homes, and the intensive intervention of foster care. After significant cuts to DFPS' prevention programs in the budget-cutting session of 2011, the Legislature restored funding for prevention in 2013, adding \$26.8 million for the biennium. However, DFPS has not yet demonstrated the level of commitment needed to reflect its responsibility for prevention and early intervention efforts. In addition, concerns were raised about DFPS' focus on actual child abuse and neglect and that providing prevention programs could have a chilling effect on program participation by casting suspicion on participants who are not actually under investigation for child abuse and neglect.

Ultimately, as part of its recommendations to reorganize the health and human services system, as specified in the HHSC section of this report, the Sunset Commission directed the executive commissioner to consider consolidating all prevention and early intervention programs, including those currently at DFPS and home visiting programs currently at HHSC and DSHS, under a new medical and social services division in the newly reconstituted HHSC. Other recommendations for improvement, such as strategic planning and reporting of outcomes, are applied below to DFPS as it is currently configured, but like other recommendations in this report, would still apply in whatever configuration these functions ultimately reside.

Recommendations

Change in Statute

6.1 Require DFPS to develop a comprehensive strategic plan for its prevention and early intervention programs.

The strategic plan would include such elements as involving stakeholders, leveraging other sources of funding, and targeting highest-risk populations. DFPS would be required to develop the first plan no later than September 1, 2016, with annual updates to the Legislature.

Management Action – Nonstatutory

6.2 Direct DFPS to develop a strategy to use existing data to better focus its prevention efforts and report the outcomes of its programs.

Issue 7

A Lack of Administrative Flexibility and an Antiquated Fee Collection Process Limit DFPS' Ability to Recover Regulatory Costs.

While federal funds to pay for two-thirds of DFPS' child care regulatory effort sets Child Care Licensing apart from typical state regulatory programs, the agency does charge fees to recover costs. Unlike other regulatory programs, however, DFPS lacks the authority to set fees in rule, constraining its ability to recover costs and fund other child protection initiatives. Statutory fee amounts have not been changed since 1985, and have not recovered the cost of regulation in several years. Also, DFPS' paper-based licensing fee collection process is cumbersome, costly, and inefficient for both DFPS and its licensees, and does not provide assurance that required fees are paid.

Recommendations

Change in Statute

7.1 Eliminate the agency's statutory licensing and administrative fee caps and authorize fees to be set in rule.

All fees would be set by rule, subject to the public comment process in the Administrative Procedure Act. Fees would continue to be deposited to general revenue, and the Legislature would set the fee recovery expectations through the appropriations process.

7.2 Require DFPS to implement a renewal process for child care licenses and registrations.

This recommendation would require the adoption of rules establishing a renewal process for child care licenses and registrations that includes renewal periods, staggering of renewals, dealing with late renewals, conditions for renewal, and ultimately expirations. Such a renewal process would strengthen the agency's ability to keep track of child care operations and help ensure overall regulatory compliance with child safety standards.

Management Action – Nonstatutory

7.3 Direct DFPS to transition to online child care licensing fee collections.

DFPS should complete this transition by August 31, 2016, providing sufficient time for the agency to perform the work within current resources and ensure child care providers are aware of the new system.

Issue 8

The Critical Nature of Its Work to Protect Children and Vulnerable Adults Imposes a Higher Burden on DFPS in How It Obtains Stakeholder Input.

DFPS has a multitude of stakeholders, including families with children; child care and other protective services providers; courts, local law enforcement, and local prosecutors; advocacy groups and other nonprofit entities with an interest in children and family issues; local, state, and federal policymakers; and the public at large. Despite the importance of stakeholder input to DFPS' mission and functions, the agency does not provide sufficient guidance to its staff on how to involve stakeholders on a regular basis, which can result in inconsistent public involvement efforts.

Recommendations

Change in Statute

8.1 Require rules governing the use of advisory committees, ensuring committees meet standard structure and operating criteria.

This recommendation would require rules be adopted to ensure that any advisory committees DFPS creates are in compliance with Chapter 2110 of the Texas Government Code. DFPS would have to comply with requirements, including defining the advisory committees' purpose and responsibilities and regularly evaluating the need for each committee. Given the importance of stakeholder feedback to DFPS' mission, the agency should also consider including other important criteria, not required by law, such as for member qualifications or appointment procedures, in either its policy or rules.

8.2 Remove DFPS' two advisory committees from statute.

This recommendation would remove the Parental Advisory Committee and the Advisory Committee on Promoting Adoption of Minority Children from statute. Removing the committees from statute would eliminate one unnecessary committee and also allow DFPS the flexibility to make changes to the other, as described in Recommendation 8.4.

Management Action – Nonstatutory

8.3 Direct DFPS to clearly define in agency policy the appropriate use of advisory committees and informal workgroups.

8.4 Direct DFPS to establish in rule the Advisory Committee on Promoting Adoption of Minority Children.

While Recommendation 8.2 would remove the committee from statute, this recommendation would direct DFPS to establish it in rule and ensure it follows standard operating criteria described in Recommendation 8.1.

Fiscal Implication Summary

Overall, these recommendations would have a cost to the State of \$181,000 in fiscal year 2016, and a positive fiscal impact to the State of \$279,000 beginning in fiscal year 2017. The fiscal implication for these recommendations is summarized below.

Issue 1 — Adding three full-time equivalent employees to resolve internal complaints and analyze and monitor factors and conditions potentially contributing to employee turnover would cost about \$181,000 per year, including salaries and benefits. However, investing these resources could help reduce the agency’s approximately \$72 million annual turnover costs. Directing DFPS to create dedicated CPS mentor positions would not have a fiscal impact to the State, since the agency can use existing vacant positions for this purpose.

Issue 3 — Strengthening child care licensing enforcement could result in additional revenue from administrative penalties, but the fiscal impact could not be estimated because penalty amounts generated would depend on the number and seriousness of future violations.

Issue 7 — Directing DFPS to implement online fee collections for its Child Care Licensing Program would save the agency approximately \$460,000 per year, beginning in fiscal year 2017 due to eliminating administrative costs associated with the current paper-based fee collection system. The new system would likely increase the amount of fees collected by improving the agency’s ability to track compliance with fee payments, but this additional revenue cannot be estimated.

Department of Family and Protective Services

Fiscal Year	Cost to the General Revenue Fund	Savings to Federal and State Funds	Change in FTEs From FY 2015
2016	\$181,000	\$0	+3
2017	\$181,000	\$460,000	+3
2018	\$181,000	\$460,000	+3
2019	\$181,000	\$460,000	+3
2020	\$181,000	\$460,000	+3

