



# AGENCY STRATEGIC PLAN

JUNE 1, 2026

FISCAL YEARS  
2027-2031



TEXAS  
Department of Family  
and Protective Services



AGENCY STRATEGIC PLAN

FISCAL YEARS 2027 TO 2031

BY

TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE  
SERVICES

JUNE 1, 2026

APPROVED

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Audrey O'Neill

Commissioner

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## **DFPS Mission, Vision, and Values**

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### **Mission**

We build on strengths of families and communities to keep children and vulnerable adults safe, so they thrive.

### **Vision**

Safe children and adults.

Strong families and communities.

Stronger Texas.

### **Values**

We prioritize safety and work to constantly improve what we do and how we do it.

We are transparent, committed, and act with integrity.

We honor and respect dignity and individual differences.

We are collaborative and share collective responsibility in achieving goals.

## Executive Summary

The Department of Family and Protective Services (DFPS) Strategic Plan reflects a comprehensive, forward-looking approach to strengthening services, supporting its workforce, modernizing operations, and advancing a community-driven system of care for children, families, and vulnerable adults across Texas. Grounded in the principles of accountability, efficiency, effectiveness, transparency, and excellence in customer service, this plan outlines a cohesive strategy to improve outcomes while building a more responsive and sustainable agency.

DFPS Strategic Goals:

- Goal 1: Client-Centered Services
- Goal 2: Workforce Recruitment, Retention, and Development
- Goal 3: Effective and Efficient Operations
- Goal 4: Community Relations
- Goal 5: Community-Based Care

DFPS begins by reinforcing its core mission through **client-centered services** that prioritize safety, early engagement, and family partnership. By advancing trauma-informed, evidence-based practices and expanding prevention and permanency supports, the agency ensures that services are responsive to the evolving needs of those it serves.

Recognizing that a strong workforce is essential to delivering high-quality services, DFPS invests in **workforce recruitment, retention, development, and safety**. Through enhanced training, leadership development, wellness initiatives, and competitive career pathways, the agency is building a skilled, resilient workforce equipped to navigate complex challenges and provide consistent, compassionate care.

To support both service delivery and workforce effectiveness, DFPS is advancing **effective and efficient operations** through continuous improvement. By modernizing systems, strengthening data governance, and improving cross-divisional coordination, the agency is creating a more integrated and agile infrastructure that enables better decision-making and more efficient service delivery.

DFPS also strengthens its impact through **community relations**, recognizing that protecting vulnerable populations is a shared responsibility. By expanding public engagement, enhancing partnerships with community organizations, judiciary, and law enforcement, and improving communication and transparency, the agency fosters trust and ensures services are aligned with community needs.

Finally, DFPS is leading a transformative shift into **Community-Based Care (CBC)** — a model that enables local communities to deliver coordinated, responsive services. Through structured implementation, strong partnerships with Single Source Continuum Contractors (SSCCs), and

a commitment to data-driven decision-making, DFPS is ensuring a stable and sustainable transition that prioritizes safety, permanency, and well-being.

These five goals form a unified strategy that strengthens what DFPS delivers, who delivers it, how it is supported, and how it evolves. By aligning internal systems, workforce capacity, community partnerships, and long-term transformation efforts, DFPS is positioned to deliver more effective, efficient, and transparent services for Texans.

To ensure this strategy is effectively implemented, DFPS aligns its long-term vision with its annual operational planning process. The DFPS Annual Plan serves as the agency's primary mechanism for translating strategic priorities into actionable initiatives, guiding day-to-day work, and tracking progress across programs. While this Strategic Plan establishes a multi-year framework for advancing services, workforce development, systems, community engagement, and Community-Based Care, the Annual Plan focuses on near-term execution and measurable outcomes for each fiscal year.

Together, these plans provide a cohesive and integrated approach to agency planning, connecting long-term strategy with immediate action and continuous improvement. The most current DFPS Annual Plan can be accessed at: [DFPS Annual Plan webpage](#).

## Goal 1: Client-Centered Services

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

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*Strengthening families is central to the DFPS mission. The agency recognizes that the safety and well-being of children, families, and vulnerable adults are best supported when families are engaged as active partners in the process. DFPS continues to advance a service approach that prioritizes early engagement, timely access to community-based supports, and strong collaboration with families and community partners to address safety concerns.*

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### Action Items

- Action Item 1.1      Strengthen Statewide Intake (SWI) assessment and prioritization processes for the Texas Abuse Hotline and the Statewide Intake screening division to ensure reports of abuse, neglect, and exploitation are assessed using the least invasive response appropriate to address child safety and family needs.
- Action Item 1.2      Strengthen the quality and consistency of child protective investigations by ensuring timely, thorough practice and meaningful engagement of children, families, providers, and communities to improve safety, trust, and outcomes.
- Action Item 1.3      Advance Alternative Response, by evaluating effectiveness, expanding non-investigative response options, and aligning service pathways to better meet the needs of children and families.
- Action Item 1.4      Prioritize family-based and kinship placements across the continuum of care to promote stability, permanency, and well-being through early identification, meaningful engagement, and comprehensive support for kinship caregivers.
- Action Item 1.5      Continue to implement and sustain the Texas Child-Centered Care (T3C) model by integrating evidence-based assessment, standardized service delivery, and accountable provider partnerships to improve safety, well-being, and permanency outcomes for children and youth in care.
- Action Item 1.6      Advance prevention-focused services by utilizing evidence-based models for eligible populations and incorporating lessons learned from currently implemented models, such as the Texas Family First (TFF) pilots, to better meet family needs and improve safety outcomes.

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- Action Item 1.7 Build on Adult Protective Service's (APS) capacity to respond to complex exploitation and neglect cases by expanding specialized investigative resources, reinforcing evidence-driven and risk-informed practices, and targeting community engagement efforts to build collaborative partnerships that improve safety and legal outcomes for clients.
- Action Item 1.8 Strengthen access to trauma-informed behavioral health services through internal and external agency coordination to promote family preservation, youth permanency, and well-being.
- Action Item 1.9 Advance a coordinated placement capacity strategy using integrated data and system-wide capacity planning to ensure children are placed in safe, appropriate, and least restrictive settings that meet their individualized service and permanency needs.
- Action Item 1.10 Promote long-term permanency and stability by expanding coordinated, trauma-informed post-adoption and permanency supports to reduce reentry and strengthen outcomes for children and families.
- Action Item 1.11 Enhance agency coordination at gaining medical consent, provider guidance, and access to interagency behavioral health data to support the safe, stable, and appropriate use of psychotropic medication for youth.

## **How Goal 1 Action Items Support Statewide Objectives**

### **Accountability**

DFPS strengthens accountability by prioritizing engagement with families, incorporating evidence-based practices when feasible, and continuous evaluation of outcomes. Action items such as improving intake assessment and prioritization, enhancing investigative quality, and expanding data-driven service models to ensure decisions are timely, appropriate, and safety-focused. Through data analysis, community input, and review processes, DFPS holds itself accountable by identifying areas for improvement and making data-informed adjustments to ensure the delivery of least-invasive, effective interventions.

### **Efficiency**

DFPS enhances efficiency by streamlining statewide intake processes, strengthening consistency in investigations, and coordinating services across programs to reduce duplication and gaps in care. Action items focused on early identification of family needs, expansion of community-based support, and integrated data systems help ensure that children, families, and vulnerable adults receive the right level of service at the right time. Together, these efforts improve service delivery while maintaining a strong focus on safety, stability, and well-being.

### **Effectiveness**

DFPS promotes effectiveness by implementing trauma-informed, family-centered, and data-driven service models that improve safety, permanency, and well-being. Action items such as expanding alternative response pathways, strengthening kinship and family-based placements, and increasing access to behavioral health services help ensure interventions are tailored to the unique needs of children and families. These strategies collectively improve practice quality and drive better long-term outcomes for children and families.

### **Excellence in Customer Service**

DFPS advances excellence in customer service by fostering authentic engagement with families, caregivers, and community partners throughout the service continuum. Action items that emphasize early engagement, trauma-informed practices, and accessible behavioral health support ensures services are responsive, respectful, and appropriate. This client-centered approach strengthens trust and a more positive and supportive experience for those served.

### **Transparency**

DFPS promotes transparency by clearly communicating how services are delivered, decisions are made, and outcomes are measured. Action items that leverage integrated data systems, performance monitoring, and community engagement enable the agency to share meaningful insights with families, stakeholders, and the public. Commitment to transparency strengthens accountability and supports informed collaboration with the communities DFPS serves.

## Goal 2: Workforce Recruitment, Retention, and Development

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### Attract, invest, and retain staff through development and wellness.

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*A strong workforce is the foundation of effective service delivery, and supporting that workforce remains central to the agency's long-term success. By investing in the people who carry out the agency's mission, DFPS strengthens internal capacity, improves service consistency, and builds a more responsive and supportive environment for staff, children, families, and vulnerable adults. As the needs of those we serve continue to evolve, strengthening staff skills and support systems helps ensure that employees are equipped to navigate complex and demanding work.*

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### Action Items

- Action Item 2.1 Strengthen workforce stability by improving coordinated recruitment strategies to attract a skilled, mission-driven workforce prepared to meet evolving service demands.
- Action Item 2.2 Cultivate workforce capability by advancing structured training and leadership development programs that prepare frontline staff and supervisors, state office staff, and leaders to meet the agency's mission and service demands.
- Action Item 2.3 Promote workforce stability and parity by advancing competitive compensation, clear career pathways, and comprehensive benefits to strengthen recruitment and retention.
- Action Item 2.4 Advance a wellness framework that strengthens positive wellness culture and risk recognition while promoting employee resilience, work-life balance, and mitigation of secondary trauma.
- Action Item 2.5 Advance a safety framework that strengthens a positive safety culture and risk recognition while promoting employee resilience, work-life balance, and mitigation of secondary trauma.
- Action Item 2.6 Champion a culture of recognition by honoring exceptional service and commitment among staff and community partners who exemplify the mission.
- Action Item 2.7 Prepare and support the workforce for CBC transition through targeted training, supportive supervision, and performance expectations.
- Action Item 2.8 Advance efficient and effective APS operations by integrating policy development and review, statewide performance reviews, and the competency-driven *Training While Working* model to enhance case quality, accelerate workforce readiness, and support data-informed continuous improvement.

Action Item 2.9 Advance a comprehensive worker safety strategy that promotes a positive safety culture, supports incident response efforts, and provides staff with access to resources and support.

## **How Goal 2 Action Items Support Statewide Objectives**

### **Accountability**

DFPS strengthens accountability by building a skilled, resilient workforce prepared to deliver consistent, high-quality services. Action items focused on coordinated recruitment, structured training, and leadership development equip staff with the competencies needed to uphold the agency's mission. Supportive supervision, along with integrated safety and wellness frameworks, reinforce responsible practice, sound decision-making, and professional responsibility.

### **Efficiency**

DFPS enhances efficiency by stabilizing the workforce and improving how staff are recruited, trained, and supported across the agency. Strategic recruitment efforts, competitive compensation, and clear career pathways reduce turnover and strengthen workforce continuity. Structured onboarding, competency-based training models, and preparation for CBC transitions accelerate workforce readiness and minimize disruptions. These efforts help ensure the workforce is prepared and deployed effectively to meet service demands.

### **Effectiveness**

DFPS promotes effectiveness by building a capable and resilient workforce equipped to manage complex and evolving service needs. Action items that advance training, leadership development, and policy alignment strengthen staff expertise and consistency in practice. By prioritizing wellness and reducing the impacts of secondary trauma, DFPS improves staff performance and enhances outcomes for children, families, and vulnerable adults.

### **Excellence in Customer Service**

DFPS advances excellence in customer service by empowering the workforce with training, support, and stability. Training, professional development, and supportive supervision enable staff to provide clear, timely, informed, and compassionate services to clients and community partners. A culture of recognition further reinforces employee engagement, commitment, and professional pride to deliver high-quality, client-centered service.

### **Transparency**

DFPS promotes transparency by ensuring staff have a clear understanding of agency expectations, policies, and service delivery standards. Action items that strengthen supervision, leadership communication, and competency-based training create greater consistency in how services are implemented across programs. This consistency enhances public trust and supports greater visibility in agency operations and decision-making.

## Goal 3: Effective and Efficient Operations

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### Advance continuous improvement to strengthen agency systems and services.

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*Refining services to better support families is essential to meeting their evolving needs and helping to ensure DFPS delivers the most effective interventions at every stage of their journey.*

*Continuous improvement allows the agency to strengthen internal processes, enhance coordination, and modernize systems to better support staff and improve outcomes for children, families, and vulnerable adults.*

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### Action Items

- Action Item 3.1     Align the agency’s quality assurance practices by implementing a standardized quality assurance (QA) framework to drive consistent performance improvement and strengthen accountability and outcomes statewide.
- Action Item 3.2     Modernize contracting and procurement practices by centralizing the tracking and management of contract and procurement activities to support innovation, strengthen provider oversight, and improve transparency and operational effectiveness.
- Action Item 3.3     Strengthen agency-wide data governance to ensure accurate, secure, and responsible data use through stakeholder engagement on a data framework that informs policy, enhances accountability, and improves decision-making.
- Action Item 3.4     Strengthen investigative governance by establishing structured, cross-functional oversight to promote consistent policy application, data-informed decision-making, and continuous practice improvement.
- Action Item 3.5     Strengthen agency outcomes by establishing structured, multi-level cross-divisional communication and collaboration that enhances transparency, reinforces shared accountability, and builds stronger interdivisional relationships.
- Action Item 3.6     Improve executive-to-staff communication by using regular, transparent, and interactive forums such as all-staff briefings to provide context for agency decisions, gather staff input, and strengthen trust across the organization.
- Action Item 3.7     Advance a secure, resilient, and adaptable technology environment by integrating emerging technologies like artificial intelligence (AI) tools, strengthening cybersecurity safeguards, mitigating operational risk, and ensuring continuity of operations to support efficient, high-quality service delivery of DFPS programs.

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- Action Item 3.8 Modernize and strengthen statewide intake operations through business process redesign, continuous program evaluation, and strategic case management system improvements to increase efficiency and service quality.
- Action Item 3.9 Strengthen protections for vulnerable populations by conducting cross-agency background checks through the implementation of the Search Engine for Multi-Agency Reportable Conduct (SEMARC), a centralized system designed to identify individuals within the state who have a history of abuse, neglect, exploitation, or misconduct.
- Action Item 3.10 Accelerate service coordination and delivery through implementation of a modernized case management system by collaborating with internal stakeholders, SSCCs, and other external partners for improved data and information sharing to support better outcomes for DFPS clients.
- Action Item 3.11 Strengthen due process protections in DFPS investigations by enhancing early-stage review practices, standardizing legal sufficiency determinations, and refining Central Registry policies to promote fairness, consistency, and appropriate record retention.

## **How Goal 3 Action Items Support Statewide Objectives**

### **Accountability**

DFPS strengthens accountability by embedding standardized quality assurance practices, strengthening oversight structures, and advancing data-informed decision-making across agency operations. Action items such as implementing a unified QA structure, enhancing investigative governance, and centralizing procurement oversight promote consistent policy application and shared responsibility for outcomes. These improvements ensure that agency systems reliably support safe, consistent, and accountable service delivery statewide.

### **Efficiency**

DFPS enhances efficiency by modernizing core business processes, improving system integration, and reducing administrative complexity across operations. DFPS is centralizing the contract and procurement management process, redesigning the statewide intake process, and implementing a modern case management system to streamline workflows and reduce duplication. These improvements enable the agency to operate more cohesively and deliver services more quickly and effectively across programs.

### **Effectiveness**

DFPS promotes effectiveness by continuously refining systems, strengthening data utilization, and improving coordination across programs. Action items focused on data governance, cross-functional oversight, and an integrated case management system help ensure that decisions are informed by accurate, timely, and actionable information. By aligning systems, policy, and practice, DFPS improves operational performance and drives more consistent statewide outcomes.

### **Excellence in Customer Service**

DFPS advances excellence in customer service by improving the systems and processes that shape how clients and partners interact with the agency. Action items that promote stakeholder engagement and feedback such as improved communication forums help ensure services remain responsive to evolving needs. These improvements reinforce DFPS commitment to accessible, effective, and client-centered support.

### **Transparency**

DFPS promotes transparency by strengthening communication across divisions, improving public reporting, and ensuring operations are guided by clear data and shared expectations. Action items that enhance cross-divisional collaboration, executive-to-staff communication, and centralized data systems provide clearer insight into performance, priorities, and outcomes. This openness supports informed engagement and reinforces the agency's commitment to ethical and accountable service delivery.

## Goal 4: Community Relations

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

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*DFPS advances its mission by fostering strong, transparent, and collaborative relationships with communities, stakeholders, and partner agencies. Effective communication, coordinated engagement, and sustained collaboration help ensure services are responsive to community needs. These efforts reinforce a shared commitment to safety, well-being, and service quality across the broader network of organizations serving Texans.*

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### Action Items

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|-----------------|---|
| Action Item 4.1 | Increase statewide awareness of the Texas Baby Moses Hotline and Safe Haven Law by implementing a coordinated public engagement strategy, in collaboration with the Health and Human Services Commission (HHSC) and community partners, to help ensure access to information and supportive resources.  |
| Action Item 4.2 | Enhance public engagement and prevention efforts by expanding access to training for mandatory reporters and community partners to improve understanding of abuse and neglect, appropriate prevention referrals such as awareness of DFPS services, and reporting processes.  |
| Action Item 4.3 | Strengthen family and community engagement in child protection investigations by leveraging the Child Protective Investigations Advisory Committee and the Partners for Children and Families Committee (PCFC) to inform policy, improve investigative practice, and enhance system accountability.   |
| Action Item 4.4 | Promote shared community responsibility with law enforcement, children’s advocacy centers, and other stakeholders for child safety by strengthening partnerships and increasing public awareness of the signs of abuse and neglect, knowing when to make a report, knowing when referrals to community resources are more appropriate, and how Statewide Intake responds. |
| Action Item 4.5 | Strengthen community relations through public events and social media campaigns by communicating agency progress, improvements, and outcomes in ways that promote understanding, accountability, and public confidence.   |
| Action Item 4.6 | Strengthen interagency and community partnerships to increase the accessibility of existing research that informs DFPS behavioral health policy, care coordination, and capacity building to advance  |

the well-being and permanency outcomes for youth in conservatorship.

Action Item 4.7      Expand and enhance the APS Partnering to Protect initiative through coordinated community partnerships, collaborative prevention efforts, and integrated service approaches that improve safety and outcomes for vulnerable adults.

## **How Goal 4 Action Items Support Statewide Objectives**

### **Accountability**

DFPS strengthens accountability by reinforcing shared responsibility for safety through clear communication, strong partnerships, and consistent community engagement. Action items that promote engagement and expand public engagement help ensure that communities better understand how concerns are identified, reported, and addressed. These efforts reinforce responsible practice, strengthen public trust, and support shared responsibility for child and family safety.

### **Efficiency**

DFPS enhances efficiency by improving how information is shared with communities and partners to support accurate reporting and appropriate service referrals. Coordinated public engagement efforts, expanding training for mandatory reporters, and strengthened outreach strategies help reduce unnecessary reports and streamline intake processes. These improvements allow DFPS and its partners to respond more efficiently to the needs of children, families, and vulnerable adults.

### **Effectiveness**

DFPS promotes effectiveness by leveraging community partnerships that improve prevention, reporting accuracy, and coordinated responses to abuse and neglect. Action items focused on public awareness, interagency collaboration, and access to behavioral health research support more informed decision-making and service alignment. These efforts improve the overall impact of services and advance safety and well-being across communities.

### **Excellence in Customer Service**

DFPS advances excellence in customer service by ensuring communities have clear, accessible, and timely information detailing agency engagement. Public education campaigns, training opportunities, and community outreach empower individuals and partners to navigate reporting processes and access services with confidence. This approach enhances the overall quality of services and experience for those interacting with DFPS and supports a more informed and connected public.

### **Transparency**

DFPS promotes transparency by proactively sharing information about agency decisions, processes, and outcomes with the public and its partners. Action items that expand communication through social media campaigns, public events, and education campaigns increase visibility into DFPS operations and responsibilities. This openness builds public confidence and supports informed engagement across the communities DFPS serves.

## Goal 5: Community-Based Care

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

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*DFPS is committed to ensuring a stable, well-coordinated, and sustainable transition to CBC by strengthening communication, aligning expectations, and supporting effective partnerships with SSCCs and other stakeholders. A successful transition requires shared accountability, clear operational frameworks, and data-driven decision-making that prioritize safety, stability, and permanency for children.*

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#### Action Items

- Action Item 5.1 Strengthen and standardize the CBC readiness review process to ensure methodical implementation, comprehensive evaluation of operational factors, enhanced cross-divisional coordination and accountability, and consistent oversight of CBC expansion.
- Action Item 5.2 Partner with the Office of Community-Based Care Transition (OCBCT) to manage the SSCC procurement processes, including through the formal Requests for Application (RFA) process and the unsolicited proposal process, while building community readiness for successful transition to CBC.
- Action Item 5.3 Implement a standardized after-action review framework for major CBC initiatives to identify improvements in internal processes, policies, and technology, incorporate stakeholder feedback, and strengthen future planning and implementation.
- Action Item 5.4 Collaborate with state and community partners to implement CBC statewide by designing and building the CBC Rural Pilot model, engaging internal and external stakeholders, and addressing rural-specific needs.
- Action Item 5.5 Engage families and professional stakeholders through targeted surveys and structured outreach to incorporate different perspectives into CBC planning, strengthen acceptance of implementation efforts, and promote responsive, community-driven child protection services.
- Action Item 5.6 Foster a collaborative culture among DFPS, SSCCs, and OCBCT by strengthening cross-functional coordination to reduce duplication, close gaps, strengthen team cohesion, and advance the agency's mission.
- Action Item 5.7 Promote innovation and cross-agency collaboration to strengthen SSCC and CBC subcontractor monitoring, provide ongoing evaluation, financial model refinement, and operational gap analysis, and enhance oversight practices to promote sustainability and improve outcomes for children and families.

Action Item 5.8    Establish a structured oversight approach for SSCCs by defining clear performance expectations, implementing routine monitoring and compliance reviews, and strengthening processes for identifying and addressing performance issues, including aligning existing data, contract management, and review processes to support consistent oversight and timely follow-up on identified risks.

## **How Goal 5 Action Items Support Statewide Objectives**

### **Accountability**

DFPS strengthens accountability in the transition to CBC by establishing clear expectations, standardized readiness processes, and robust oversight of SSCC and subcontractor performance. Action items that advance readiness reviews, procurement alignment, and ongoing monitoring frameworks promote shared responsibility across DFPS, OCBCT, SSCCs, and community partners. These strategies support consistent oversight and reinforce accountability throughout CBC expansion.

### **Efficiency**

DFPS enhances efficiency by streamlining implementation processes, strengthening coordination across divisions, and refining procurement and readiness activities. Standardized workflows, after-action reviews, and improved data-sharing reduce duplication and support timely, informed decision-making. These improvements enable DFPS and its partners to transition to CBC in a more coordinated and resource-efficient manner.

### **Effectiveness**

DFPS promotes effectiveness through data-driven planning, structured stakeholder engagement, and strengthened oversight of SSCCs and subcontractors. Action items that incorporate feedback from families, providers, and community partners help ensure that CBC reflects regional needs and supports responsive service delivery. These efforts collectively improve outcomes and support a more effective, community-driven model of care.

### **Excellence in Customer Service**

DFPS advances excellence in customer service by helping to ensure the transition to CBC is guided by meaningful engagement with families, caregivers, and stakeholders. Structured outreach, targeted surveys, and collaborative planning efforts help ensure that various perspectives inform implementation and improve service responsiveness. Strengthening coordination among DFPS, SSCCs, and partners promotes a more accessible, supportive, and client-centered system during and beyond the transition.

### **Transparency**

DFPS promotes transparency by clearly communicating CBC planning, readiness, and implementation progress to stakeholders and the public. Standardized reporting, structured engagement processes, and ongoing updates provide visibility into timelines, expectations, and performance outcomes. This openness reinforces trust and supports a transparent, accountable shift to a community-driven system of care.

## **Redundancies and Impediments**

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### **I. Overview**

DFPS conducted a comprehensive review of its programs, services, statutes, and regulatory requirements to ensure alignment with the statewide mission of efficiency and effectiveness.

DFPS administers a broad array of programs designed to protect children and vulnerable adults. These include Child Protective Investigations (CPI), Child Protective Services (CPS), Adult Protective Services (APS), Statewide Intake (SWI), and Community-Based Care (CBC), among others. Each program operates under statutory authority and contributes to the agency's core mission: building on the strengths of families and communities to keep children and vulnerable adults safe, so they thrive.

## II. Statutory and Programmatic Areas Recommended for Executive and Legislative Review

DFPS focused recommendations on changes that improve child and vulnerable adult outcomes, reduce duplicative administrative burden, and increase operational efficiency.

<p><b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM OR STATE OPERATION</b></p> <p><b>DESCRIPTION</b></p> <p><b>RECOMMENDATION</b></p> <p><b>BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>Family Code, Section 102.0086. CONFIDENTIALITY OF PLEADINGS</p> <p>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. 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.</p> <p>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.</p> <p>The recommended change would eliminate extra steps having to be taken by regional litigation staff to ensure confidentiality of CPS case files in order to protect the sensitive information of children and their families that need to be contained in such court filings.</p>
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### **III. Additional Areas for Ongoing Agency Review**

DFPS continues to evaluate internal operations, organizational structure, and statutory frameworks to identify opportunities for improved efficiency and effectiveness. Areas of ongoing review include:

- Community-Based Care contract administration;
- Organizational alignment and implementation of future operating models;
- Technology modernization, automation, and data quality improvements;
- Purchasing and administrative process efficiency; and
- Workforce capacity, support functions, and service delivery models.

DFPS will continue to assess these areas through executive leadership review, stakeholder engagement, operational performance monitoring, and legislative planning.

## IV. Rule Review and Burden Reduction Efforts

DFPS conducts ongoing review of statutes, rules, policies, and operational processes through executive leadership review, legal analysis, program feedback, stakeholder and committee engagement, including public comment and input through the Partners for Children and Families Committee (PCFC), and legislative monitoring to ensure requirements remain necessary, effective, and aligned with the agency’s mission while minimizing unnecessary burden on the public and regulated entities.

Pursuant to Texas Government Code §2001.039, DFPS conducts a periodic review of its rules to ensure the rules remain relevant, effective, and aligned with legislative requirements and stakeholder needs. This process helps maintain clear and efficient rules that support the agency's mission.

*Table 1: DFPS Current Rule Review Four-Year Plan*

Texas Department of Family and Protective Services Rule Review Plan - FY 2025-28			
Start	Adopt	Rule	Sections
Mar 2025	Dec 2025	Chapter 701, Child Protective Services; Subchapters A, B, C, E, G, H	All sections
May 2025	Feb 2026	Chapter 701, Child Protective Services; Subchapters I, J, K, L, M, N	All sections
June 2025	Mar 2026	Chapter 701, Child Protective Services; Subchapters O, P, Q, R, S, W, Z	All sections
Mar 2025	Dec 2025	Chapter 704, Prevention and Early Intervention Services	All sections
Aug 2025	May 2026	Chapter 730, Legal Services; Subchapters B, C, D, L, M	All sections
Aug 2025	May 2026	Chapter 730, Legal Services; Subchapters N, O, R, U, W	All sections
Oct 2025	July 2026	Chapter 707, Child Protective Investigations; Subchapters A, B, C	All sections
Jan 2026	Oct 2026	Chapter 705, Adult Protective Services; Subchapters A, C, E, G, I	All sections
Jan 2026	Oct 2026	Chapter 705, Adult Protective Services; Subchapters K, M, O, S	All sections
Mar 2026	Dec 2026	Chapter 700, Child Protective Services; Subchapter J	All Sections
Apr 2026	Jan 2027	Chapter 732, Contracted Services; Subchapters A, B, C	All sections
June 2026	Mar 2027	Chapter 702, General Administration; Subchapters A, B, C, D, E	All sections
Oct 2026	July 2027	Chapter 702, General Administration; Subchapters F, G, H, I, K, M	All sections
Feb 2027	Nov 2027	Chapter 735, Independent Court-Ordered Adoption Evaluations; Subchapters A, B, C	All sections
Apr 2027	Jan 2028	Chapter 735, Independent Court-Ordered Adoption Evaluations; Subchapters A, B, C	All sections

## **Schedule A: Budget Structure**

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DFPS separately submitted its budget structure to the Legislative Budget Board on or before the due date of April 2026. 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**

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DFPS separately submitted its list of measure definitions to the Legislative Budget Board on or before the due date of June 2026. 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 (HUB) Plan**

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### **Mission Statement**

The DFPS Veteran Heroes United in Business (VetHUB) program is committed to providing full and equitable opportunities for Texas businesses and making good faith efforts to increase utilization of VetHUBs through competitive procurement and subcontracting opportunities.

### **VetHUB Policy**

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

### **VetHUB Definition**

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

- A VetHUB vendor is an entity with its principal place of business in the state of Texas that is any of the following:
  - 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 service-disabled veterans 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 a service-disabled veteran.
  - 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 VetHUB vendor.
  - A supplier contract between a VetHUB vendor and a prime contractor under which the VetHUB vendor is directly involved in the manufacture or distribution of the goods or otherwise warehouses and ships the goods.
- “Disadvantaged person” means a person who is disadvantaged because of the person's identification as a member of a certain group, including a service-disabled veteran as defined by 38 U.S.C. § 101(2) who has suffered at least a 20 percent service-connected disability as defined by 38 U.S.C. § 101(16).

## Program Staff

DFPS has one full-time employee (FTE) serving as the VetHUB coordinator for the VetHUB Program. The VetHUB 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 agency’s procurement specifications and submitting VetHUB 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 VetHUB participation, staff training on VetHUB program requirements, ensuring agency compliance, and supporting established mentor-protégé relationships. All DFPS contracting staff are required to implement state and agency VetHUB-related rules as identified in operating policies and procedures posted agency-wide.

## Program Performance, Goals, Objectives, and Strategies

Table 2 reflects the 2024 and 2025 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 VetHUB-related mission.

*Table 2: Agency-Specific HUB and VetHUB Goals and DFPS's Performance*

HUB Procurement Category	Fiscal 2024		Fiscal 2025		Fiscal 2026
	Agency Specific HUB Goal	% of HUB Utilization	Agency Specific HUB Goal	% of HUB Utilization	Agency Specific HUB Goal
Special Trade Construction	32.90%	0.00%	32.90%	0.00%	3.00%
Professional Services <sup>1</sup>	23.70%	0.00%	23.70%	0.00%	3.00%
Other Services	26.00%	26.31%	26.00%	31.23%	5.00%
Commodities Contracts	21.10%	29.78%	21.10%	3.13%	5.00%

<sup>1</sup> DFPS has limited opportunity to contract with active HUBs and VetHUBs within the Professional Services category.

## **Communicating with Key Decision Makers, Purchasing, and Contracting Staff**

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

Objective 1.1	Inform key decision makers to maximize use of VetHUB vendors when purchasing goods and services.
Strategy 1.1A	Educate applicable agency staff on VetHUB policies to ensure program compliance and to maximize utilization of VetHUB vendors.
Strategy 1.1B	Review and maintain VetHUB policies to guide agency staff on HUB statutes, rules, and compliance requirements.
Strategy 1.1C	Analyze VetHUB utilization data to inform agency’s performance for increasing VetHUB participation.

## **Outreach to VetHUB Vendors**

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

Objective 2.1	Encourage VetHUB participation through external outreach.
Strategy 2.1A	Assist service-disabled veteran-owned businesses in acquiring and maintaining their VetHUB certification.
Strategy 2.1B	Advise vendors, business associations, and the public of the agency’s procurement opportunities.
Strategy 2.1C	Invite applicable active VetHUB 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 VetHUB vendors.
Strategy 2.1E	Conduct outreach activities that foster and improve relationships among VetHUB vendors, prime contractors, and agency staff.

## **Schedule D: Statewide Capital Plan**

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DFPS will separately submit its capital planning information, if applicable, to the Bond Review Board on or before the due date of July 1, 2026.

## **Schedule F: Agency Workforce Plan**

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The agency workforce plan is meant to be read in conjunction with the DFPS Human Resources Management Plan published in September 2025. 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:

[Rider 8 Human Resources Management Plan, September 2025](#)

## Core Business Functions

DFPS has four 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 specialized services.
- Places children in foster care.
- Provides services to help youth in foster care make the transition to adulthood.
- Places children in adoptive homes.
- Help children achieve permanency through family reunification, relative care, or adoption.

### Child Protective Investigations (CPI) Division:

- Investigates allegations of child abuse and neglect, including allegations in day care and residential care facilities.
- Use Alternative Response pathways, when appropriate, to address lower risk reports of abuse or neglect.
- 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 exploitation of elderly adults (defined as 65 years and older) and adults with substantial 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.

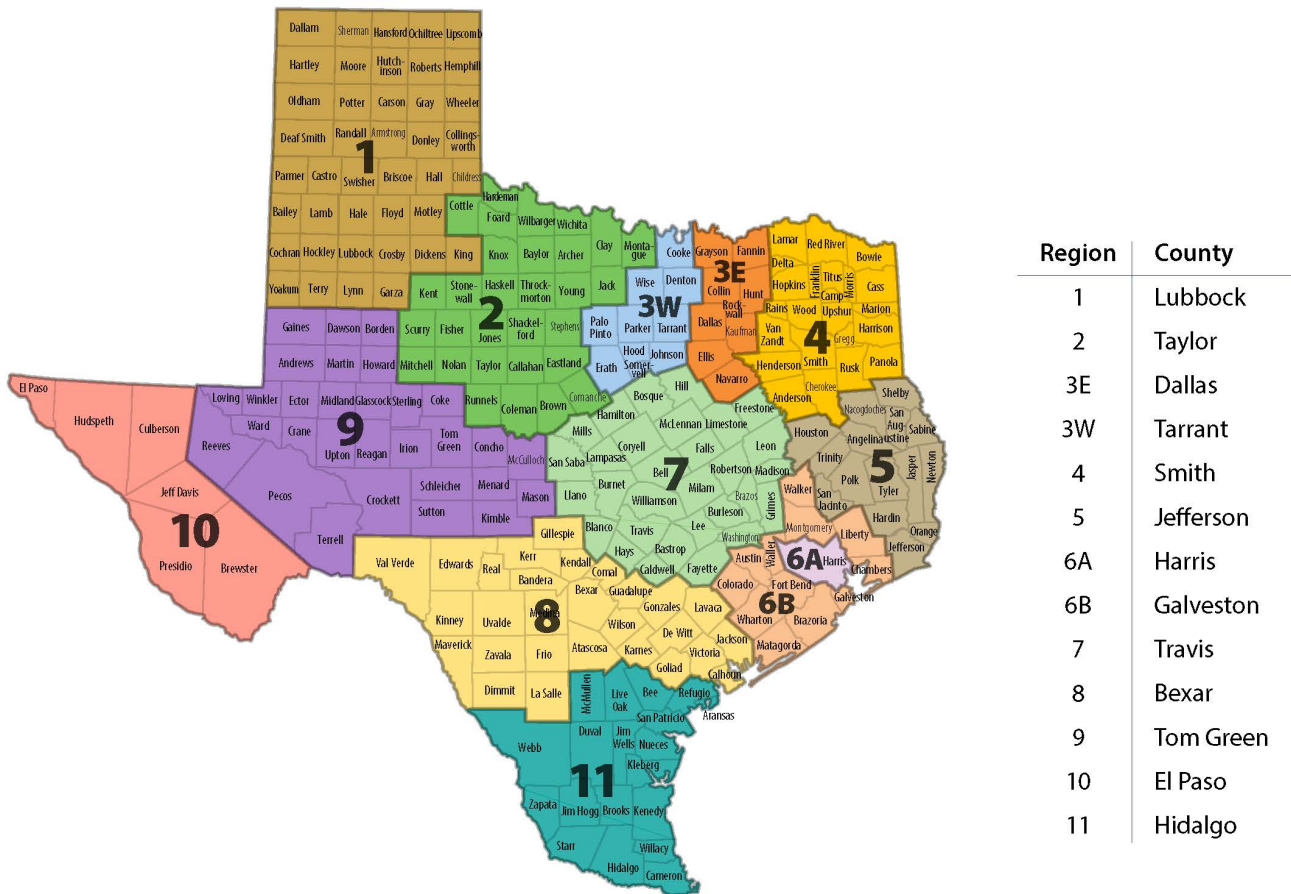
### Statewide Intake (SWI) Division:

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

## DFPS Regional Structure

Every day, 11,718 DFPS employees<sup>2</sup> 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



<sup>2</sup> Employee numbers on 8/31/2025

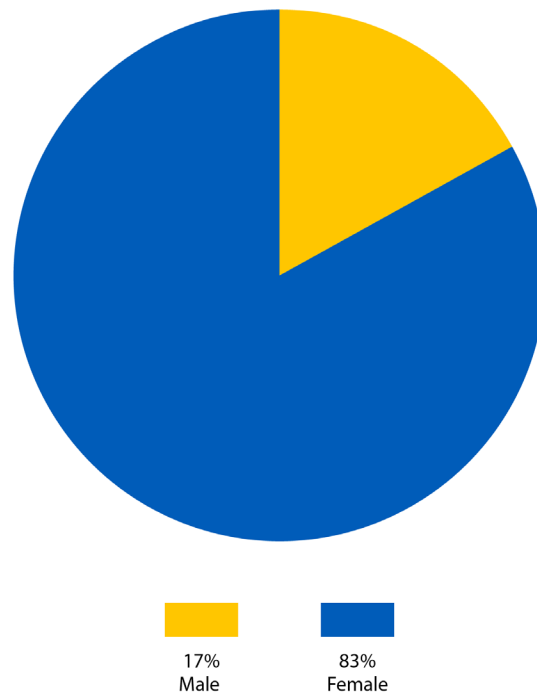
### Workforce Demographics<sup>3</sup>

- Females make up 83 percent of the agency workforce.
- Hispanic employees represent the largest racial group at 33 percent, followed by White (not of Hispanic origin) employees at 32 percent, and African American employees at 30 percent.
- 45 percent of the DFPS workforce is under 40 years old.

Table 3: DFPS Protective Service Job Classifications and Average Salaries

Selected Job Family	# of Staff	Average Age	Average Salary
APS In-Home Supv	111	44	\$6,054
APS In-Home Wkr	549	41	\$4,775
CPS CVS Supv	234	43	\$5,811
CPS CVS Wkr	1,226	37	\$4,707
CPS FBSS Supv	148	44	\$5,890
CPS FBSS Wkr	1,013	40	\$4,840
CPS INV Supv	416	42	\$5,809
CPS INV Wkr	2,522	37	\$4,661
SWI Supv	51	46	\$5,684
SWI Wkr	316	44	\$4,545

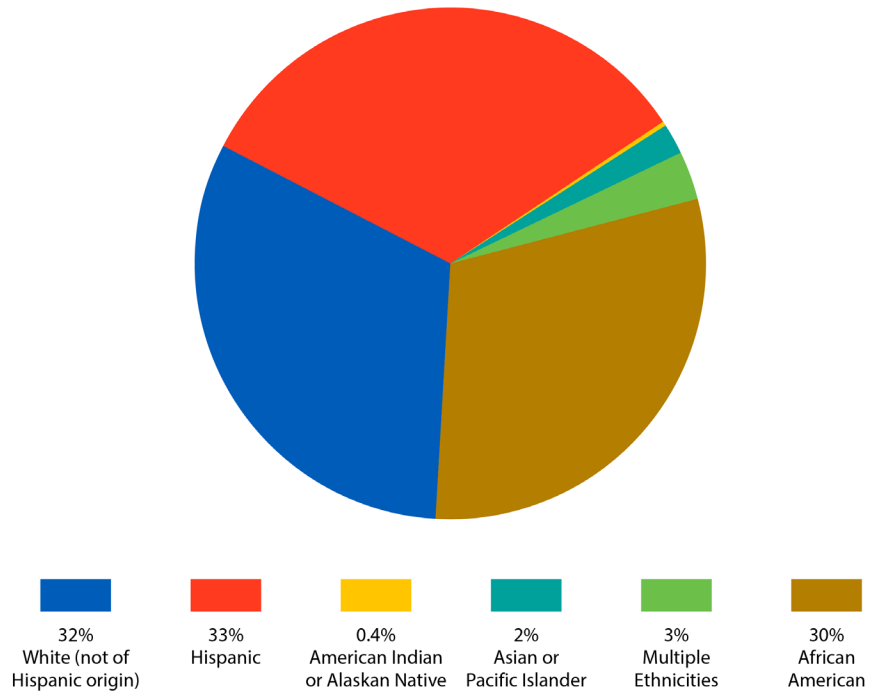
Figure 2: DFPS Workforce by Gender



Source: DFPS Workforce Division analysis

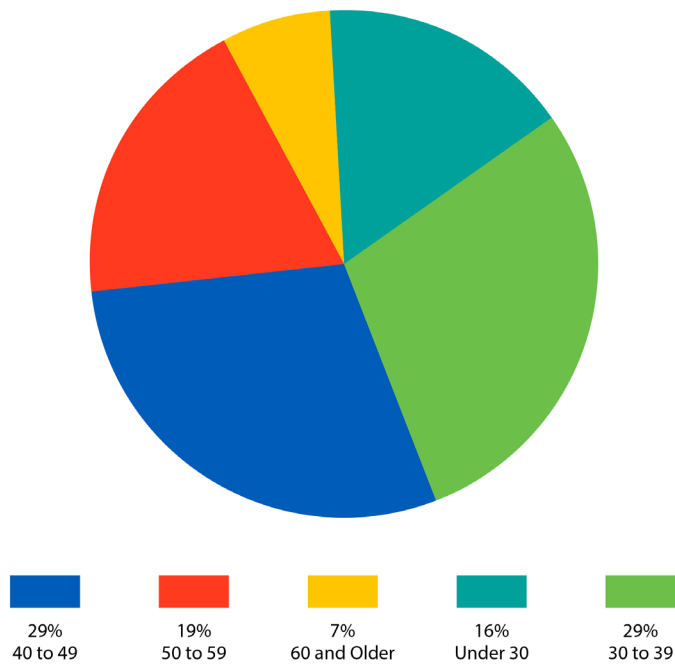
<sup>3</sup> Workforce Demographics Snapshot on 8/31/2025.

Figure 3: DFPS Workforce by Race<sup>4</sup>



Source: DFPS Workforce Division analysis

Figure 4: DFPS Workforce by Age<sup>5</sup>



<sup>4</sup> Due to MS Excel rounding, percent total may not add up to exactly 100%.

<sup>5</sup> Due to MS Excel rounding, percent total may not add up to exactly 100%.

Source: DFPS Workforce Division analysis

Table 4: Selected Job Family Demographics by Race/Ethnicity

Selected Job Family	# of Staff	White (not of Hispanic origin)	African American	Hispanic	American Indian or Alaskan Native	Asian or Pacific Islander	Multiple Ethnicities
APS In-Home Supv	111	37	36	34	0	0	4
APS In-Home Wkr	549	163	191	169	1	4	21
CPS CVS Supv	234	76	66	82	1	3	6
CPS CVS Wkr	1,226	294	402	461	4	13	52
CPS FBSS Supv	148	47	48	50	1	1	1
CPS FBSS Wkr	1,013	242	369	361	1	11	29
CPS INV Supv	416	153	128	115	0	3	17
CPS INV Wkr	2,522	694	845	840	9	32	102
SWI Supv	51	29	7	13	0	2	0
SWI Wkr	316	132	69	92	2	10	11

Table 5: Employee Separations by Reason<sup>6</sup>

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
460	4%	1,834	16%	161	1%	0	0%	11	0.1%

Table 6: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
11,718	2,512	21%

## Retirement Projections<sup>7</sup>

On August 31, 2030, approximately 2.4 percent (280) of the current DFPS workforce is projected as a first-time eligible retiree.

Table 7: First Time Retirement Eligible Projection

As of 8/31/26		As of 8/31/27		As of 8/31/28		As of 8/31/29		As of 8/31/30	
150	1.3%	200	1.7%	223	1.9%	243	2.1%	280	2.4%

<sup>6</sup> For a detailed analysis of staff turnover & retention, see DFPS, [Rider 8 Human Resources Management Plan, September 2025](#) (September 2025).

<sup>7</sup> CAPPs Financial Database as of 8/31/25.

## Return-to-Work Retirees<sup>8</sup>

DFPS currently employs 249 (2 percent) 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.

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 percent of the DFPS workforce.

*Table 8: Workforce Utilization Analysis*

Job Category	African Americans			Hispanic Americans			Female		
	DFPS	CLF	Under-utilization (If Yes, # needed)	DFPS	CLF	Under-utilization (If Yes, # needed)	DFPS	CLF	Under-utilization (If Yes, # needed)
Officials/ Administrators	15.3%	13.9%	No	26.7%	14.7%	No	72.5%	58.5%	No
Administrative Support	25.6%	14.3%	No	40.9%	34.9%	No	94.2%	72.2%	No
Service Maintenance	0.0%	23.0%	N/A	0.0%	36.1%	N/A	0.0%	50.2%	N/A
Professionals	22.9%	12.6%	No	28.7%	19.2%	No	73.1%	57.8%	No
Protective Services	33.3%	42.9%	410	33.7%	24.0%	No	85.3%	48.9%	No
Skilled Craft	0.0%	12.0%	N/A	0.0%	29.6%	N/A	0.0%	9.8%	N/A
Technicians	27.3%	17.4%	No	40.9%	27.3%	No	50.0%	57.8%	220

<sup>8</sup> CAPPS Financial Database as of 8/31/25.

## 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 have 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 SWI caseworker positions. APS, 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 vacancies:
  - 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.

- LinkedIn Paid Contract:
  - Two recruiter seats that allow the human resource specialist to quickly review candidates, leave notes on candidate’s profiles, and provide feedback to others. LinkedIn allows the Talent Acquisition Group to input search criteria, get targeted results, and prioritize candidates. DFPS can search for candidates in addition to candidates searching for us.
  - Eleven job slots – DFPS can post 11 job postings at one time.
  - Career page with traffic ads – This allows DFPS to showcase our culture and careers and to attract applicants. It will provide candidates with 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:
  - Allows for enhanced job post visibility through sponsored jobs. Sponsored jobs appear at the top of job lists or in highlighted spots to attract more candidates quickly.
  - Access to a large applicant pool.
- Handshake
  - The Handshake network has 9+ million active student users, 1,400+ college and university partners, and 650,000+ employers. ([www.joinhandshake.com](http://www.joinhandshake.com))
  - Employers can post jobs and select universities/colleges to share their job postings to their Handshake website.
  - Students and alumni can search for jobs on the Handshake website, submit their resume, and contact the employer through the website.
  - Employers can review resumes and reach out to the applicants through Handshake’s messaging system.
  - Human resource specialists are required to post on Handshake.
- DFPS Media Relations posts 20 Talent Acquisition Group job requisitions a month via social media.
  - Facebook
  - LinkedIn
  - Twitter
- Statewide hiring fairs with same day interviews.
- DFPS promotional items to enhance the agency’s visibility and brand to be given 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 help ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying APS, CPI, and CPS workers a mentor stipend when they mentor new hires through their first few months of employment.

- Continue to provide “rookie year” onboarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee’s first year.
- Continue to offer an in-depth New Employee Orientation with a comprehensive overview of benefits and DFPS programs, helping new hires feel valued and informed — an important part of our strategy to boost engagement and long-term retention.
- 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 vacancies:
  - Bring program/division teams together to help with workload in specific areas.
  - Pay a percentage of earned overtime for certain staff.
  - Hire caseworker staff as the budget and full-time employee cap permit to reduce caseloads.
- Continue the Commissioner’s Employee Recognition Ceremony and other employee recognition awards.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of SWI, CPI, CPS, and APS supervisor applicants.
- Continue development and implementation of the Workplace Violence Response Procedure to ensure staff have clear, consistent guidance and support when responding to safety-related incidents.
- Continue to evaluate and enhance safety tools to ensure they remain effective, user-friendly, and responsive to staff needs across the agency.
- Develop and deliver ongoing safety communication campaigns to reinforce a culture of safety, including National Safety Month activities, safety newsletters, and introductory safety emails for new hires and newly promoted supervisors.
- Continue to provide in-person safety training and quarterly safety webinars focused on emerging risks, practical tools, and staff support.
- Partner with the Learning and Development Division to update the Employee Safety Security and Awareness training to reflect DFPS-specific safety needs and workplace security concerns.
- Maintain the Worker Safety Support internal website to ensure staff have timely access to up-to-date resources, training materials, and incident reporting guidance.
- Review existing policies to identify opportunities for clearer guidance in high-risk situations and improve accessibility and usability for staff in the field.

## Training Strategies

Training is a foundational element of the workforce strategy and a key driver of organizational sustainability. A structured and forward-looking training approach ensures employees maintain critical competencies, build emerging skills, and are prepared to meet evolving service demands. By aligning learning initiatives with agency priorities, training strengthens operational effectiveness, improves productivity, and supports succession planning through intentional knowledge transfer from experienced staff to developing professionals.

DFPS is committed to fostering a culture of continuous learning and professional growth. Training and development initiatives are strategically designed to:

- Address current and future competency gaps.
- Support leadership development and succession planning.
- Enhance employee engagement and job satisfaction.
- Improve retention and reduce turnover.
- Drive measurable improvements in performance and service delivery.

The DFPS Learning and Development (L&D) team partners with divisions and leadership to ensure training investments are data-driven, aligned with workforce needs, and responsive to changing regulatory, technological, and service environments. Through continuous evaluation and improvement, training programs will support a resilient, skilled, and future-ready workforce.

Specifically, L&D does the following:

- Delivers training services and maintains training records for over 11,000 DFPS employees.
- Delivers a variety of in-person, virtual, and self-paced training for DFPS staff.
- Hosts and supports over 40,000 users and key stakeholders through the external training hub.
- Designs, develops, schedules, delivers, and evaluates DFPS training and professional development programs.
- Manages, delivers training, and provides support for the DFPS Certification program, Leadership Excellence Institute for middle managers, and new hire training.
- Develops and delivers DFPS required training in accordance with state and federal statutes and laws.
- Supports the use of learning systems, such as the DFPS Learning Station, external training hub, and the Basic Skills Lab.
- Verifies training completions, compliance, and reports training data.

Certification remains a key priority within DFPS. Currently, 56.5 percent of DFPS positions are eligible for certification. In Fiscal Year (FY) 2025, 1,917 DFPS staff obtained certification through the agency's certification program. Expansion of certification programs is underway since 43.5 percent of DFPS positions do not have a certification program, and

DFPS is examining ways to add additional programs. The table below highlights FY25 certification activity.

Table 9: DFPS Staff Certification

Certification FY25	Specialist	Advanced Specialist	Senior Advanced Specialist	Supervisor	Total
<b>Agency Overall Certifications</b>	862	600	302	153	1,917
<b>Certification by Program</b>					
APS	122	98	28	21	269
CPS (All Programs)	272	195	145	52	664
CPI	391	268	119	73	851
CCI	6	11	1	3	21
RCCI <sup>9</sup>	23	-	-	-	23
SWI	48	28	9	4	89

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

- The creation of a virtual leadership academy for Supervisor II and Program Specialist positions is in development.
- Enhanced certification reports have also been developed to provide program leadership with detailed information for the ongoing monitoring of employee certification status.

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<sup>9</sup> RCCI currently offers two certification levels; however, efforts are underway to expand the RCCI certification process to include additional levels in alignment with other DFPS programs.

## **Schedule G: Workforce Development System Strategic Plan**

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This schedule is not applicable to DFPS.

## Schedule H: Report on Customer Service

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This report includes four completed survey results:

- Adult Protective Services (APS) - Results of a survey assessing the performance of adult protective investigations and services.
- Child Protective Services (CPS) - Results of the National Youth in Transition survey completed by Texas youth currently or recently in foster care.
- Office of Consumer Affairs (OCA) - Results of a survey assessing the knowledge and satisfaction of consumers contacting OCA.
- Statewide Intake (SWI) - Results of an ongoing survey assessing the satisfaction of clients receiving services from SWI.

### I. Adult Protective Services

#### Background

In accordance with the Texas Human Resource Code, Chapter 48, Section 48.006, APS surveys community stakeholders to gather information about the performance of adult protective investigations and services for use in evaluation and improvement of services. The survey is directed to APS partners in law enforcement, the judicial system, and other organizations that support the well-being of vulnerable adults in Texas.

The 13th iteration of the APS Community Satisfaction Survey was successfully conducted in 2025, fulfilling statutory mandates and providing APS with invaluable information on how APS collaborates with professionals and communities to protect vulnerable adults from abuse, neglect, and exploitation.

#### Survey Administration

The survey was administered as an online questionnaire available from July 21, 2025, through September 5, 2025. Invitations were sent to email addresses of over 4,000 external contacts. Respondents who completed the survey received a generic survey link to forward to others who may have input for APS. APS and community outreach staff also shared the link with external partners.

#### Respondent Profile

Respondents qualify for the survey if they indicate that they are involved in work that serves, protects, cares for, or advocates for older adults or adults with substantial disabilities. “Work” can be employment, volunteer work, or business ownership. The survey received 815 qualified responses, as shown in Table 10.

Of the judicial, law enforcement, and other community partner responses, 67 percent reported five or more years of tenure in their current role, and 81 percent reported experience with APS

within the past year. Of board responses, 51 percent reported three or more years of tenure on their board, and 81 percent reported that their board met once a month during the past year. All but 5 percent reported that they had a work-related role in supporting older adults or adults with substantial disabilities.

Of all survey responses, 71 percent rated themselves “very” or “extremely” familiar with APS and its role in the community, and 62 percent indicated that they had made a report of adult abuse, neglect, or exploitation in the past. Of responses on reporting method, 64 percent indicated that they typically use or would use the Texas Abuse Hotline, whether the telephone (37 percent) or web-based option (28 percent). Among law enforcement responses, 58 percent reported that they typically use or would use the dedicated law enforcement telephone number.

*Table 10: 2025 APS Community Satisfaction Survey - Survey Responses by Partner Sector*

Partner Sector	Number of Responses	Percentage of Survey Sample
Judicial Sector	156	19%
Law Enforcement Sector	98	12%
Other Community Partners	556	68%
APS Community Boards	91	11%
Total Responses <sup>10</sup>	815	100%

## Average Satisfaction

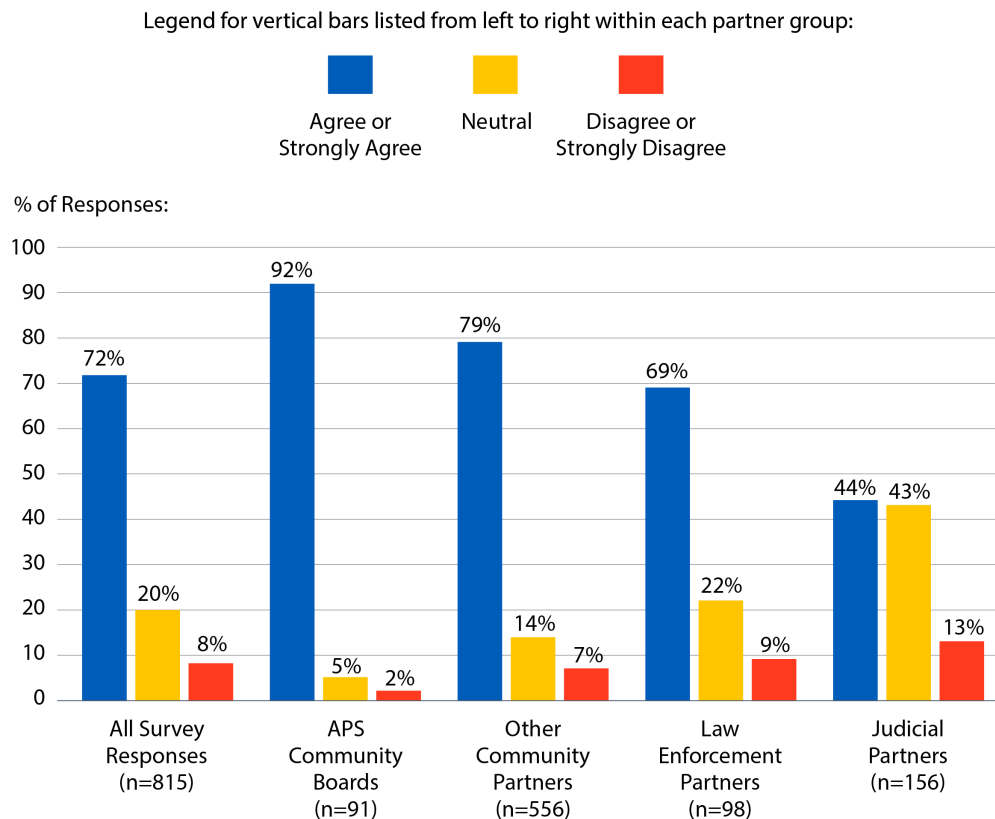
The core content of the survey is a series of statements to which respondents indicate their level of agreement on a response scale: “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree”. The statements gauge partner satisfaction with their working relationships with APS and APS impact in the community.

As in past years of the survey, partner feedback was positive overall in 2025, with 72 percent of responses indicating agreement (“agree” or “strongly agree”) with statements reflecting positive perceptions of APS. The rate of “neutral” responses was 20 percent, and the disagreement rate (answered either “disagree” or “strongly disagree”) was 8 percent. Figure 5 highlights differences among partner sectors in the average agreement rate and demonstrates how agreement rates drop when neutral opinion is more prevalent.

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<sup>10</sup> APS Community Board members with an APS-related work role are counted in both partner sector counts. Therefore, the sum of Partner Sector responses exceeds Total Responses, and the sum of sector percentages exceeds 100%.

Figure 5: 2025 APS Community Satisfaction Survey - Average Satisfaction



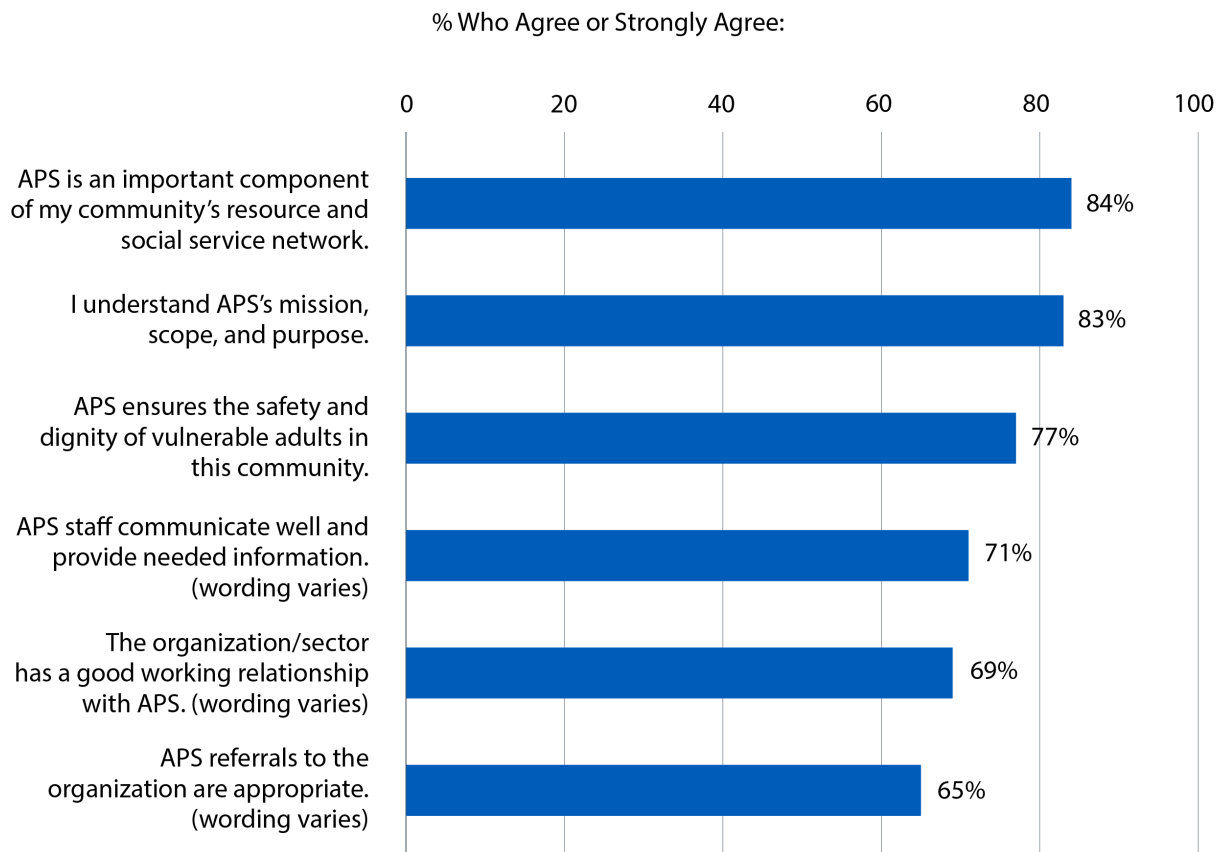
## Key Satisfaction Indicators

Many of the rated satisfaction statements have the same or similar language for all respondents. These statements measure perceptions on key satisfaction topics, which are easily compared across partner groups. Figure 6 summarizes 2025 survey results about these satisfaction topics.

Results suggest that partner confidence in the importance and impact of APS is a program strength. About eight in 10 responses agreed that they understand the mission, scope, and purpose of APS; that APS is an important part of their community’s resource and social services network; and that APS ensures the safety and dignity of vulnerable results in the community.

Results also suggest that most partners have a positive opinion of working relationships between APS and their sector or organization, although there are areas for improvement. About seven in 10 responses agreed that their organization or sector has a good working relationship with APS and that APS staff communicate with their organization in a positive manner or by providing needed information. About two-thirds of responses agreed that APS referrals to their organization or sector are appropriate.

Figure 6: 2025 APS Community Satisfaction Survey - Key Satisfaction Indicators



## Conclusion

Over many years, APS Community Satisfaction Surveys have given APS, its stakeholders, and the public insight about APS partner working relationships, APS services, and APS impact in communities. For APS and DFPS community engagement staff, the survey results have provided data for planning, evaluation, and partner development work. The survey is expected to have an increasingly important role in statewide and local efforts to strengthen community collaboration through the APS Partnering to Protect initiative.

The full report of key findings from the 2025 APS Community Satisfaction Survey is published on the DFPS website at [https://www.dfps.texas.gov/Adult\\_Protection/Survey.asp](https://www.dfps.texas.gov/Adult_Protection/Survey.asp). Community partners, including judges of courts with probate jurisdiction, also receive the results, as directed by statute.

## II. 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 people 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 at age 21. The data allows researchers to ascertain the outcomes these youth experience when they leave foster care and transition to adult living.

### Texas Foster Care Outcomes Survey

In Federal Fiscal Year 2024 (October 1, 2023, through September 30, 2024), 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
- 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, 2023, and September 30, 2024. Data for those age 21 will be collected in Federal Fiscal Year 2027. Offered in English and Spanish, the survey and survey request were distributed in several ways:

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

DFPS staff were 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 85.8 percent for the initial survey and 85.9 percent for the follow-up survey. A total of 1,209 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 11.

*Table 11: 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 respondents are grouped into the following categories: financial self-sufficiency, educational attainment, risk and protective factors, and access to health insurance.

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

- Better educational outcomes
- A higher employment rate
- Fewer risk factors
- A higher health insurance coverage rate

*Table 12: 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 General Education Development (GED) certification 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 GED compared to 50 percent of those not in care. For those age 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 13 details all education survey outcomes.

Table 13: Educational Attainment Survey Outcomes

<b>Educational Attainment</b>	<b>Age 17</b>	<b>Age 19: In Care</b>	<b>Age 19: Not in Care</b>
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 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 age 19 and in care, no substance abuse referrals were reported in the previous two years compared to an 11 percent response for those not in care. See Table 14 for all risk and protective factor outcomes.

Table 14: Risk and Protective Factors Survey Outcomes

<b>Risk and Protective Factors</b>	<b>Age 17</b>	<b>Age 19: In Care</b>	<b>Age 19: Not in Care</b>
Substance Abuse Referral <sup>11</sup>	14%	0%	11%
Incarceration <sup>12</sup>	29%	5%	20%
Homelessness <sup>13</sup>	22%	5%	30%
Children <sup>14</sup>	5%	5%	9%
Connection to an Adult	95%	95%	89%

<sup>11</sup> 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.

<sup>12</sup> 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.

<sup>13</sup> 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.

<sup>14</sup> 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.

## Health Insurance

Health insurance outcomes show that 100 percent of 17-year-old respondents have some form of health insurance. 17-year-olds sometimes underreport their medical coverage, as all youth in substitute care are covered by Medicaid. For 19-year-olds still in care, 100 percent report medical coverage. The numbers are worse for follow-up respondents who are no longer in care, with only 81 percent of 19-year-olds having some form of health insurance. See the detailed health insurance coverage survey results in Table 15.

*Table 15: 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 improving delivery of services available to transiting youth, including:

- Transitioning to CBC.
- Promoting normalcy activities and experiential life skills training in placements.
- Increasing access to 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.
- Utilizing foster care liaisons in local independent school districts and in public institutions of higher education.

### III. Office of Consumer Affairs

#### Purpose

OCA resolves case-specific policy complaints and general inquiries regarding DFPS programs, including CPI, CPS, APS, SWI, and Child Care Investigations (CCI). OCA also handles case-specific policy complaints and general inquiries regarding SSCC CBC providers. Most complaints and inquiries relate to CPI and CPS involvement with families, as these are the largest DFPS programs.

Complaints and inquiries are received from the public, stakeholders, other state agencies, and legislative offices via telephone through a toll-free hotline, an e-mail submission, online webform available on the DFPS public website, fax, or regular postage mail.

OCA staff assist with answering general questions relating to DFPS programs, 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.

The survey link became available in Quarter 4 of FY 2024 and was shared in auto-reply email responses for those who contact the OCA mailbox seeking information or wishing to file a complaint. The survey link was published January 30, 2025, on the DFPS public website for OCA. The survey is optional to complete and available online. The survey utilizes the standardized questions provided by the Legislative Budget Board.

#### Data

In FY 2024, the OCA contact volume was a total of 14,656 contacts. In FY 2025, the OCA contact volume was a total of 14,275 contacts. Methods of how OCA was contacted for assistance are listed in Table 16. This illustrates the potential sample size of customer satisfaction surveys that could be accessed.

*Table 16: Methods of how OCA was contacted to file a complaint or make a general inquiry*

How Contact was Received	FY 2024	FY 2025
Email - OCA Mailbox	4,015	4,007
Face-to-Face	5	3
Fax	31	14
Letter	64	72
Online Webform	1,408	1,190
Phone	9,133	8,989

<b>Total</b>	14,656	14,275
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In late Q4 FY 2024, the survey link was published online once OCA secured funding to acquire a survey tool account. As a result, only one survey was completed. Therefore, the response to this single survey is not included due to the sample size.

However, 34 surveys were completed for FY 2025, and their breakdown is included for review. The Customer Satisfaction survey results regarding interaction and communication with OCA can be found below in Figures 7-13.

Figure 7

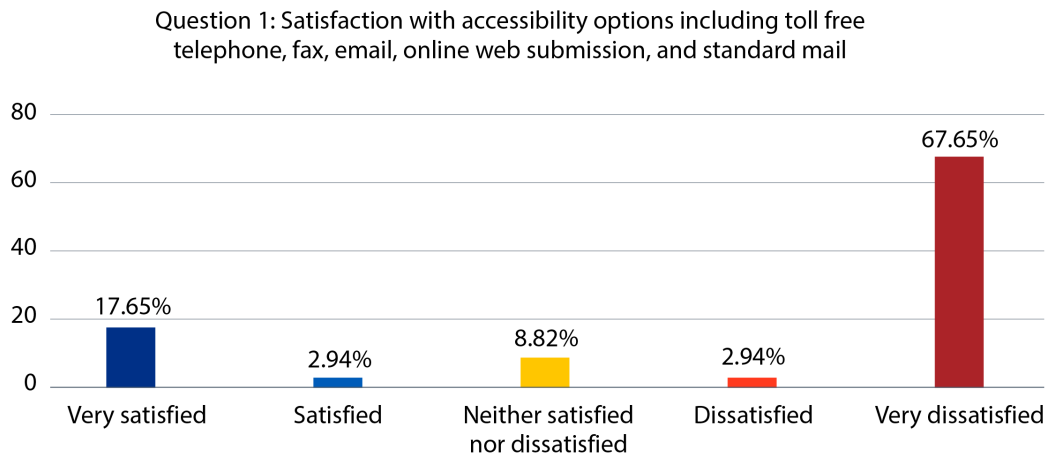


Figure 8

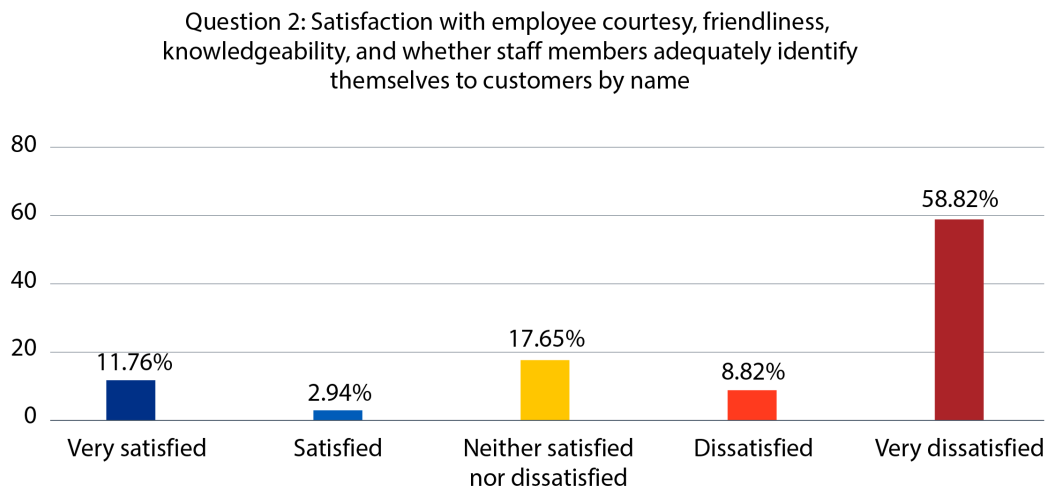


Figure 9

Question 3: Satisfaction with OCA’s website options including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and who to contact for further information

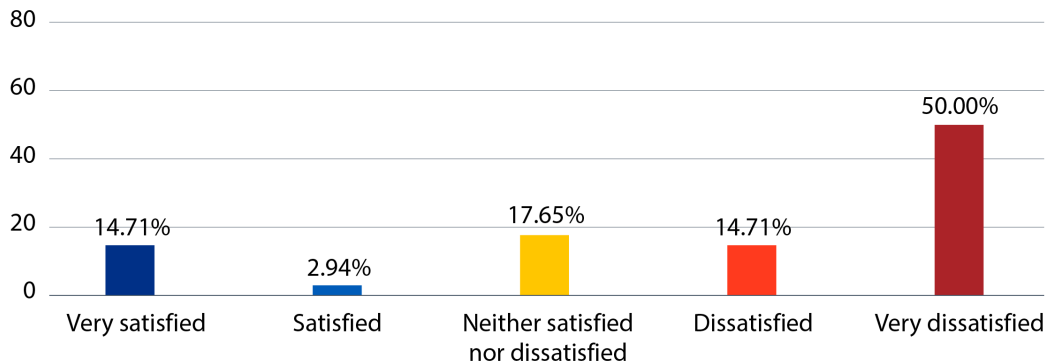


Figure 10

Question 4: Satisfaction with complaint handling process, including whether it is easy to file a complaint and whether responses are timely

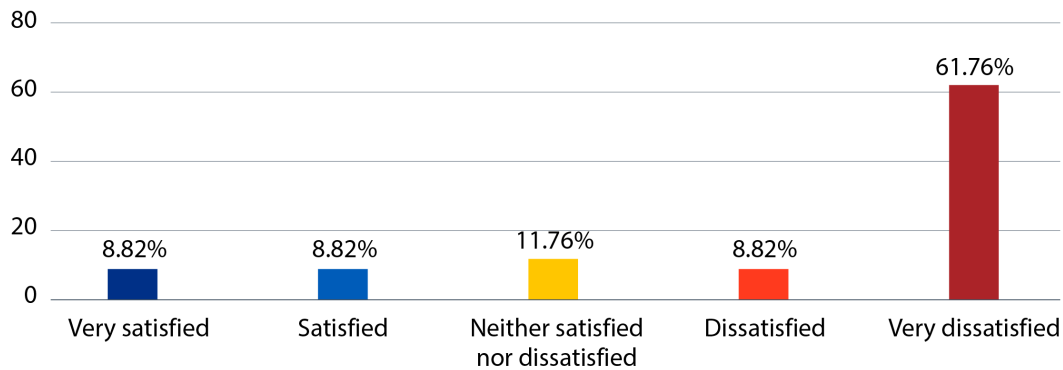


Figure 11

Question 5: Satisfaction with OCA’s ability to timely serve or speak to you, including the amount of time you waited to speak to a representative or receive a reply

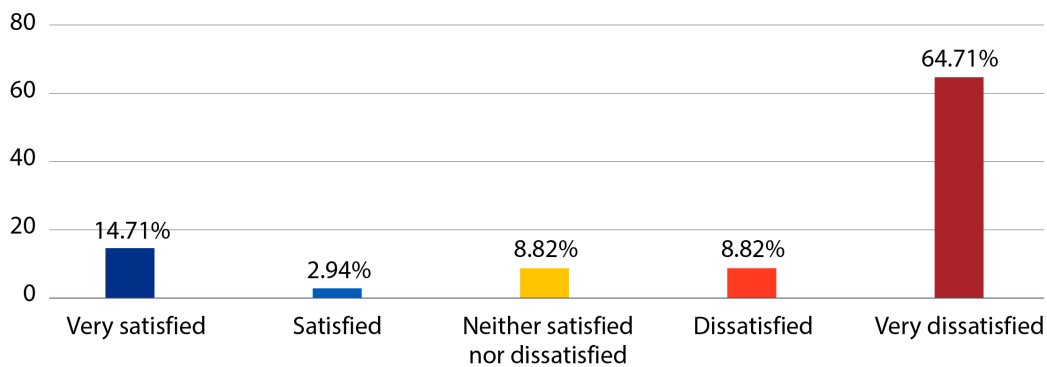


Figure 12

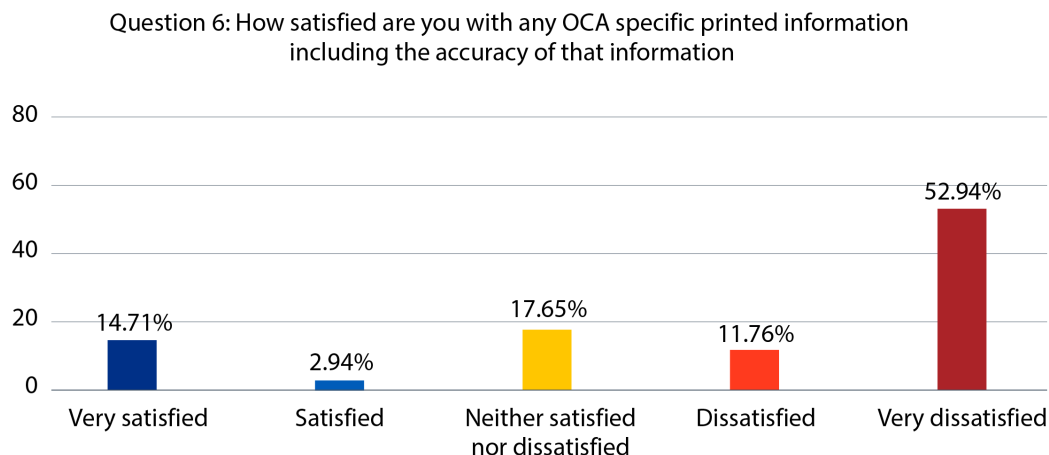
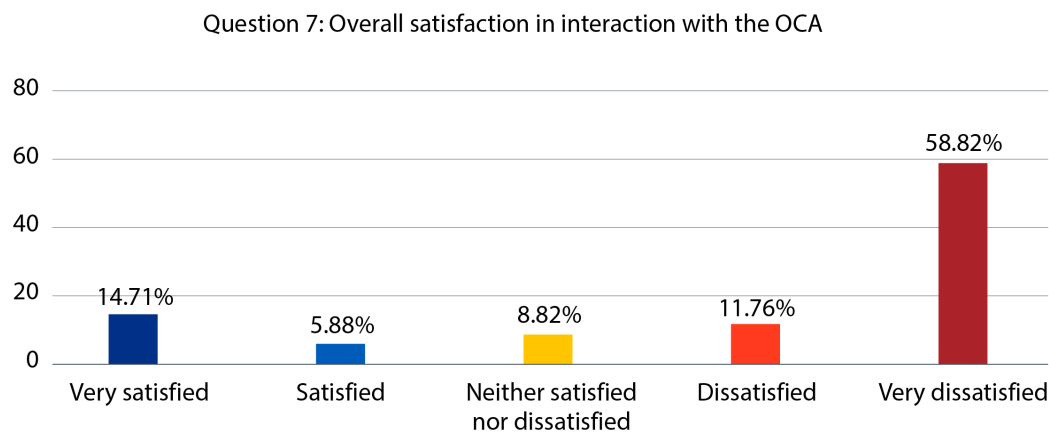


Figure 13



## Findings

Completion of the client satisfaction survey can be done at any time, though it is of note that the survey is offered when the client initially contacts OCA about their complaint or inquiry through email, or the survey link is accessed on the OCA webpage via the DFPS public website. Therefore, it must be considered that the client satisfaction survey could be completed prior to any service or assistance being provided or policy complaints being fully reviewed by OCA staff.

Of the 34 surveys completed, 59 percent of the clients were “Very Dissatisfied” with their interactions with OCA. These results may not truly reflect the client’s satisfaction with customer service provided by OCA. There is potential that at the time of the client’s initial contact with OCA, the survey results may be reflective of their involvement with another program area when completing the survey. It is of note that for FY 2025, the average call hold time was one minute, four seconds for English calls and four minutes, 58 seconds for Spanish calls, yielding successful results for client’s accessibility to OCA staff.

Additionally, gaps have been identified where the survey is not provided to clients who contact OCA via other methods such as by phone or when complaints and inquiries are submitted via the online webform. Based on Table 16, the phone and electronic submission via e-mail are the most utilized methods of contacting OCA. This potentially creates a deficit in the number of customer service surveys submitted to OCA.

## **Next Steps**

OCA will explore providing a survey option via the toll-free hotline at the end of client calls to obtain real-time customer service feedback.

OCA previously removed text box options for the survey questions, as surveys did not typically yield useful feedback or were left blank. An update to the survey will be made, providing pointed instructions that the feedback given is reflective of their interaction with OCA and not a DFPS program or CBC provider. OCA will reinstate a text box option for questions that identify “dissatisfaction” and will require submission of text before the client can move on to the next question. Reinstating a text box option for dissatisfactory responses should provide more insight into the client’s concerns so that OCA can in turn make modifications to provide better customer service.

## **IV. 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 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 SWI.

The SWI Feedback for Internet Reporting survey was created in November 2008 and is ongoing. The survey is hosted online and offered to people 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](mailto:QAUNIT@dfps.texas.gov).

## Same Methodology

Over 3,200 people completed the SWI Customer Feedback telephone survey in the last quarter of FY 2025. The survey seeks responses from everyone who calls the Texas Abuse Hotline's 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 gathered just over 400 responses in the last quarter of FY 2025, with over 12,400 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 last quarter of FY 2025 indicate that the intake specialist is courteous 88.3 percent of the time and helpful 87.2 percent of the time. Reporters believe calls are answered within a reasonable amount of time 85 percent of the time.

SWI Feedback for Internet Reporting survey results from the last quarter of FY 2025 indicate that just over 60 percent of survey respondents are mandated, professional reporters. Over 50 percent of respondents are submitting reports electronically for the first time. Approximately 21 percent of respondents use the internet reporting system once a year or less, 21 percent use the system 2-12 times per year, and almost 2 percent use 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 is nuanced and requires explanation. Other respondents like the convenience of online reporting and prefer not to wait to speak with an intake specialist.

## **Schedule I: Certification of Compliance with Cybersecurity Training**

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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.



C E R T I F I C A T E

**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 2063.103 and 2063.104.

**Chief Information Security Officer (CISO)**

**Jennifer Bush** Digitally signed by Jennifer Bush  
Date: 2026.05.18 13:54:52 -05'00'

Signature

**Jennifer Bush**

Printed Name

DFPS Chief Information Security Officer (CISO)

Title

**05/18/2026**

Date

**DFPS Commissioner**

*Audrey O'Neill*

Signature

**Audrey O'Neill**

Printed Name

**Commissioner**

Title

**May 26, 2026**

Date

## **Schedule J: Certification of Compliance with Artificial Intelligence Training**

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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 artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104. A signed certification form is included on the next page.



C E R T I F I C A T E

**Agency Name**

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

**Chief Information Security Officer (CISO)**

**Jennifer Bush** Digitally signed by Jennifer Bush  
Date: 2026.05.18 13:55:23 -05'00'

Signature

**Jennifer Bush**

Printed Name

DFPS Chief Information Security Officer (CISO)

Title

**05/18/2026**

Date

**DFPS Commissioner**

*Audrey O'Neill*

Signature

**Audrey O'Neill**

Printed Name

**Commissioner**

Title

**May 26, 2026**

Date

## **Schedule K: Report on Projects and Acquisitions Financed by Certain Fund Sources**

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This schedule is not applicable to DFPS.

## **Appendix: Commonly Used Abbreviations**

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APS	Adult Protective Services
CBC	Community-Based Care
CCI	Child Care Investigations
CPI	Child Protective Investigations
CPS	Child Protective Services
CVS	Conservatorship
DFPS	Department of Family and Protective Services
FBSS	Family-Based Safety Services
FTE	Full-time Employee
OCBCT	Office of Community-Based Care Transition
PCFC	Partners for Children and Families Committee
RCCI	Residential Child Care Investigations
SEMARC	Search Engine for Multi-Agency Reportable Conduct
SSCC	Single Source Continuum Contractor
SWI	Statewide Intake
T3C	Texas Child-Centered Care
TFF	Texas Family First