



Office of Community-Based Care Transition Strategic Plan

Fiscal Years 2027-2031

June 2026

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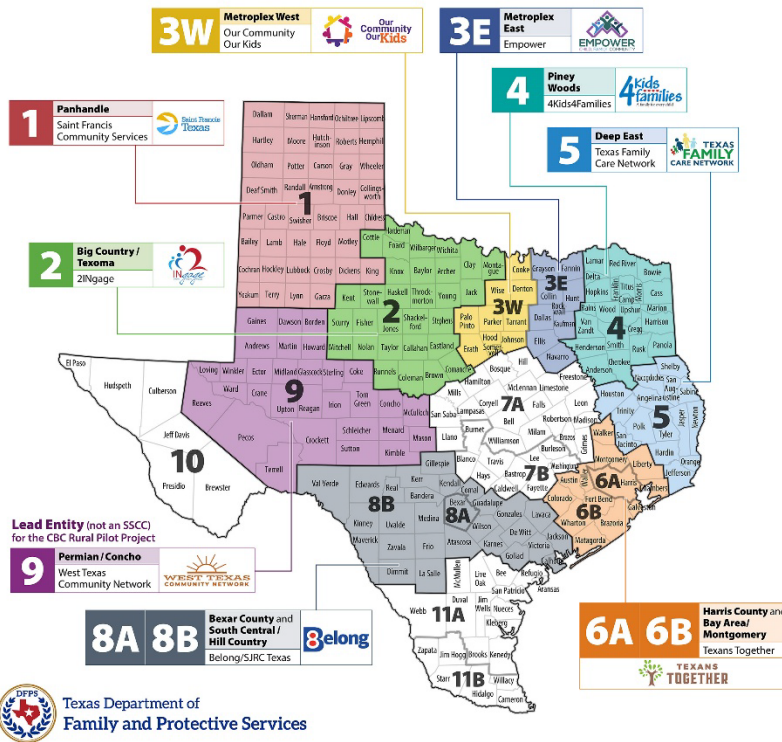
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Agency Mission

Office of Community-Based Care Transition (OCBCT) Mission

We are committed to achieving implementation of Community-Based Care (CBC) through the phases of procurement, contract award, readiness, staged implementation, and outreach efforts as we prepare communities to deliver community-driven foster care services. This is accomplished in collaboration with the Texas Department of Family and Protective Services (DFPS), the Single Source Continuum Contractors (SSCCs), and child welfare stakeholders. The map below shows the implementation of CBC as of May 4, 2026.

DFPS / CBC Regional Map



Goal 1: Planning

Establish a structured approach for the transition of Texas children and family services to a community-driven system of care.

Action Items

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

Action Item 2: Collaborate with and support communities to prepare for transition to CBC.

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

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

Unless otherwise specified, all action items are expected to be worked on through August 31, 2031.

How Goal 1 Action Items Support Statewide Objectives

Accountability

OCBCT advances accountability by establishing clear, structured readiness and planning processes that guide communities through each phase of CBC implementation. Through close collaboration with DFPS and SSCCs, OCBCT ensures roles, expectations, and deliverables are clearly defined and monitored throughout procurement, readiness, and transition activities. This disciplined approach promotes responsible stewardship of state resources while supporting consistent, high-quality implementation statewide.

Efficiency

OCBCT supports efficiency by continuously refining readiness reviews, procurement activities, and internal processes to reduce barriers and improve coordination across CBC transitions. Collaboration with communities and DFPS allows OCBCT to identify operational improvements, leverage technology, and promote innovative planning approaches. These efforts help streamline implementation timelines while maximizing the effective use of staff and partner resources.

Effectiveness

OCBCT enhances effectiveness by partnering with DFPS and SSCCs to ensure CBC transitions are informed by data, stakeholder input, and readiness assessments. Ongoing analysis of outcomes, combined with staff and community feedback, supports informed decision-making and continuous improvement. Regular reporting on implementation progress strengthens the state's ability to achieve intended outcomes for children and families.

Excellence in Customer Service

OCBCT demonstrates excellence in customer service by maintaining proactive engagement with communities and stakeholders throughout the planning and readiness phases of CBC implementation. Outreach, technical assistance, and responsive collaboration help ensure communities are prepared for successful transitions. Feedback from DFPS, SSCCs, and partners is used to refine processes and enhance service delivery.

Transparency

OCBCT promotes transparency by openly sharing planning activities, implementation progress, and future transition plans with stakeholders and the public. Published reports and consistent communication provide insight into decision-making and readiness milestones. This openness fosters trust, invites constructive feedback, and supports shared accountability as Texas continues its transition to a community-driven system of care.

Goal 2: Transitioning

Collaborate with stakeholders to meet the needs of each community through the implementation of a sustainable transition to community-driven care.

Action Items

Action Item 1: Collaborate with state and community stakeholders to strategically implement CBC.

Action Item 2: Collaborate and invite representation of key stakeholders when implementing CBC to build acceptance, make considerations for differing perspectives, and address the impact to operations.

Action Item 3: Encourage collaboration, partnership, and innovation between DFPS, SSCCs, and OCBCT to support improved outcomes for children and families.

How Goal 2 Action Items Support Statewide Objectives

Accountability

OCBCT supports accountability by working collaboratively with DFPS, SSCCs, and community stakeholders to strategically implement CBC in a manner responsive to local needs. Inclusive stakeholder engagement ensures that differing perspectives are considered and operational impacts are addressed throughout the transition. This approach reinforces shared responsibility for achieving sustainable, community-driven outcomes.

Efficiency

OCBCT promotes efficiency by maintaining clear communication with communities regarding available support and expectations during CBC implementation. The ongoing review of transition processes and coordination with stakeholders allows OCBCT to identify opportunities for improvement and reduce duplication of effort. Collaborative planning supports timely decision-making and effective use of state and partner resources.

Effectiveness

OCBCT enhances effectiveness by encouraging strong partnerships among DFPS, SSCCs, and community stakeholders throughout the transition to CBC. Stakeholder feedback and collaborative problem-solving help tailor implementation strategies to each community's unique needs. This individualized approach supports improved outcomes for children and families statewide.

Excellence in Customer Service

OCBCT advances excellence in customer service through strategic outreach and sustained engagement with communities impacted by CBC implementation. Strengthening partnerships with DFPS, SSCCs, and stakeholders fosters a collaborative transition experience. These efforts ensure stakeholders' needs are understood and addressed in a responsive and supportive manner.

Transparency

OCBCT promotes transparency by engaging stakeholders through targeted public involvement and consistent communication during CBC implementation. Information related to transition activities and progress is shared to support understanding and trust among communities. Published reports further inform stakeholders of statewide implementation efforts and milestones.

Goal 3: SSCC and Community Relations

Support the SSCCs in collaborating with communities through improved communication, outreach, and partnership.

Action Items

Action Item 1: Encourage community engagement through active communication.

Action Item 2: Strengthen relationships with courts, CASAs, child welfare professionals, providers, and other community stakeholders.

Action Item 3: Expand technical assistance and support to communities to help them plan, assess community readiness, and identify any gaps in appropriate programs and services to support children, youth, and families.

How Goal 3 Action Items Support Statewide Objectives

Accountability

OCBCT supports accountability by engaging DFPS, SSCCs, courts, providers, and community stakeholders in consistent and meaningful communication throughout CBC implementation. Strengthening partnerships and clarifying expectations promotes shared ownership of outcomes and supports coordinated, community-informed decision-making. These efforts reinforce responsibility across all partners involved in community-driven care.

Efficiency

OCBCT enhances efficiency by ensuring communities and stakeholders understand available support, technical assistance, and communication channels. Collaboration with DFPS and SSCCs promotes a shared vision for CBC and reduces duplication of effort across systems. Informed and engaged partners enable more streamlined planning and implementation activities.

Effectiveness

OCBCT supports effective CBC implementation by directly collaborating with SSCCs and communities to assess readiness, identify service gaps, and strengthen local capacity. Expanded technical assistance and targeted outreach help align community resources with the needs of children, youth, and families. This approach advances the successful delivery of community-driven foster care services statewide.

Excellence in Customer Service

OCBCT demonstrates excellence in customer service by prioritizing community engagement, clear communication, and responsive support for SSCCs and stakeholders. Proactive outreach helps communities better understand CBC expectations and opportunities for collaboration. Ongoing partnership with DFPS and SSCCs ensures service delivery remains community-focused and solution-oriented.

Transparency

OCBCT promotes transparency by engaging communities through outreach, public events, and accessible educational resources related to CBC implementation. Information is shared through published reports, public-facing materials, and opportunities for stakeholder feedback. These efforts support trust, informed participation, and open communication throughout the transition process.

Redundancies and Impediments

I. Overview

As an administratively attached office to DFPS, the OCBCT relies on DFPS for certain enterprise-level and systemwide functions, including rule reviews and regulatory alignment. DFPS has conducted a comprehensive review of its programs, services, statutes, and regulatory requirements to ensure alignment with the statewide mission of efficiency and effectiveness. Through its administrative attachment, OCBCT aligns with and leverages DFPS' rulemaking and programmatic review processes to support consistent, effective oversight of CBC.

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

OCBCT focused these recommendations on changes that streamline the transition to CBC, reduce duplicative administrative burden, and increase operational efficiency.

<p>SERVICE, STATUTE, RULE, REGULATION, PROGRAM OR STATE OPERATION</p>	<p>Family Code, Section 264.172. OFFICE OF COMMUNITY-BASED CARE TRANSITION</p>
<p>DESCRIPTION</p>	<p>In May 2026, over 50 percent of children in DFPS conservatorship are in an SSCC community area, and procurement planning is underway for an additional four regions to transition within the next biennium. While procuring new SSCC contracts, OCBCT and DFPS will simultaneously re-procure established CBC regions as those contracts expire. Additionally, there continues to be the opportunity for DFPS to accept unsolicited proposals by parties interested in becoming an SSCC, which could change the trajectory and increase the speed of the implementation of CBC across the state. Although OCBCT is subject to expiration once statewide CBC implementation concludes, the core administrative and oversight responsibilities of OCBCT will remain necessary well beyond the Sunset date. SSCC contracts must be re-procured every 10 years and require continuous monitoring, reporting, and performance review.</p>
<p>RECOMMENDATION</p>	<p>Evaluate OCBCT and DFPS organizational structure to ensure the long-term ability to procure and support CBC beyond the current statutory sunset date.</p>
<p>BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</p>	<p>Integrating OCBCT functions within DFPS promotes continuity of operations and institutional knowledge beyond the statutory expiration of OCBCT. This alignment reduces duplication, supports long-term sustainability of CBC implementation, and ensures consistent oversight and support for communities and SSCCs statewide.</p>

Supplemental Schedules A - J

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, Supplemental Schedules A – J from the *2027-2031 DFPS Strategic Plan* are incorporated into this plan by reference. However, for Supplemental Schedules A, B, C, D, G, I, and J, OCBCT defers to the *2027-2031 DFPS Strategic Plan*; the names of those schedules are below for reference.

The DFPS Strategic Plan can be found at

http://www.dfps.state.tx.us/About_DFPS/Strategic_Plans/default.asp.

Schedule A: Budget Structure- Goals, Objectives, and Performance Measures

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this Supplemental Schedule.

Schedule B: List of Measure Definitions

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this supplemental schedule.

Schedule C: Historically Underutilized Business (HUB) Plan

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this supplemental schedule.

Schedule D: Statewide Capital Plan

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this supplemental schedule.

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the *Senate Bill 1, Article II DFPS, Rider 8 Bi-Annual Report Human Resources Management Plan, FY 25 Third Quarter* published 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:

[Senate Bill 1, Article II, DFPS, Rider 8 Bi-Annual Report Human Resources Management Plan, FY 25 Third Quarter \(texas.gov\)](#)

OCBCT is administratively attached to DFPS and utilizes their Human Resources services and supports. OCBCT has included their staff turnover and retention rates for the past year.

Core Business Functions

OCBCT has the following focus areas as it pertains to service delivery. These include:

- Managing procurements and executing contracts on behalf of DFPS;
- Providing support to SSCCs in partnership with DFPS;
- Working with DFPS and the SSCCs on all implementation projects and processes;
- Conducting implementation protocol sessions and working closely to ensure readiness and timely go-live; and
- Providing outreach to internal and external stakeholders via written reports, presentations, and other communication methods.

OCBCT Structure

OCBCT currently employs 21 staff across the State and has a total of 30 staffing positions. The nine vacancies include one Director II, one Staff Services Officer, and seven Management Analyst III positions.

Workforce Demographics

Females make up eighty-six percent of the OCBCT workforce; see chart 1. Thirty-three percent of the OCBCT workforce is under forty years old; see chart 2. Tables 1, 2, and 3 show the OCBCT job classifications and salaries and information on the employee separations.

Table 1: OCBCT Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
Supervisor (Director II)	2	38	\$9,439
Management Analyst III	17	43	\$ 6,637
Contract Administration Manager I	2	51	\$ 7,466

Table 2: Employee Separations by Reason

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
1	3%	8	27%	0	0%	0	0%	0	0%

Table 3: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
30	3	10%

Chart 1: OCBCT Workforce by Gender

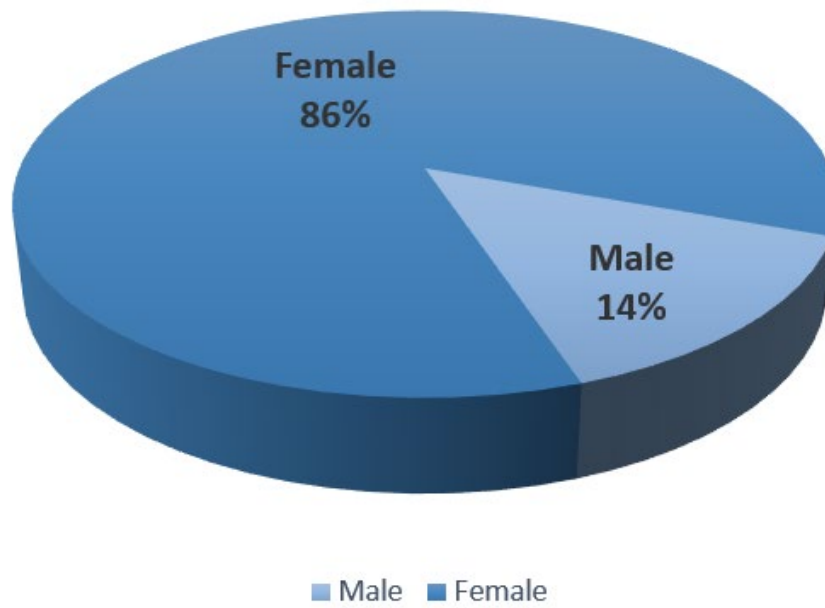
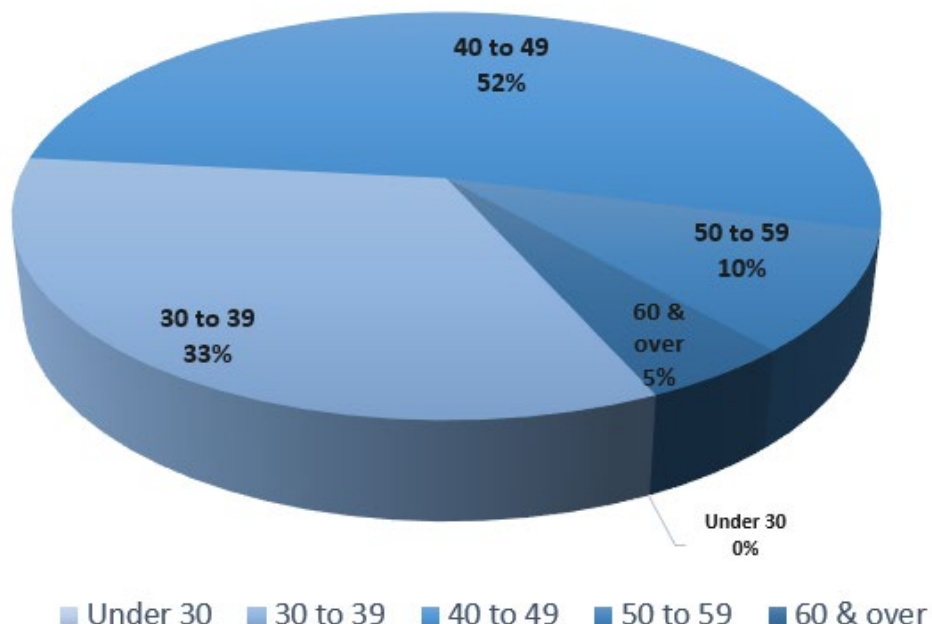


Chart 2: OCBCT Workforce by Age



Retirement Projections

On August 31, 2026, approximately five percent (5.5%) of the current OCBCT workforce is projected as a first-time eligible retiree.

Table 4: 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	
1	5%	0	0%	0	0%	0	0%	0	0%

Return-to-Work Retirees

OCBCT currently employs one return-to-work retiree.

Strategies to Meet Workforce Needs

Recruitment Strategies

OCBCT is administratively attached to DFPS and utilizes their Human Resources system and recruiting methods.

Schedule G: Workforce Development System Strategic Planning

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this supplemental schedule.

Schedule H: Report on Customer Service

This report includes information gleaned from a survey on customer satisfaction distributed to the SSCCs (the OCBCT client).

I. SSCCs

Purpose

Every day, the staff of OCBCT work with DFPS, SSCCs, and others to ensure the successful implementation and operation of CBC.

To better assess the services provided by OCBCT, we have surveyed the SSCCs to determine their satisfaction with the office.

Methodology

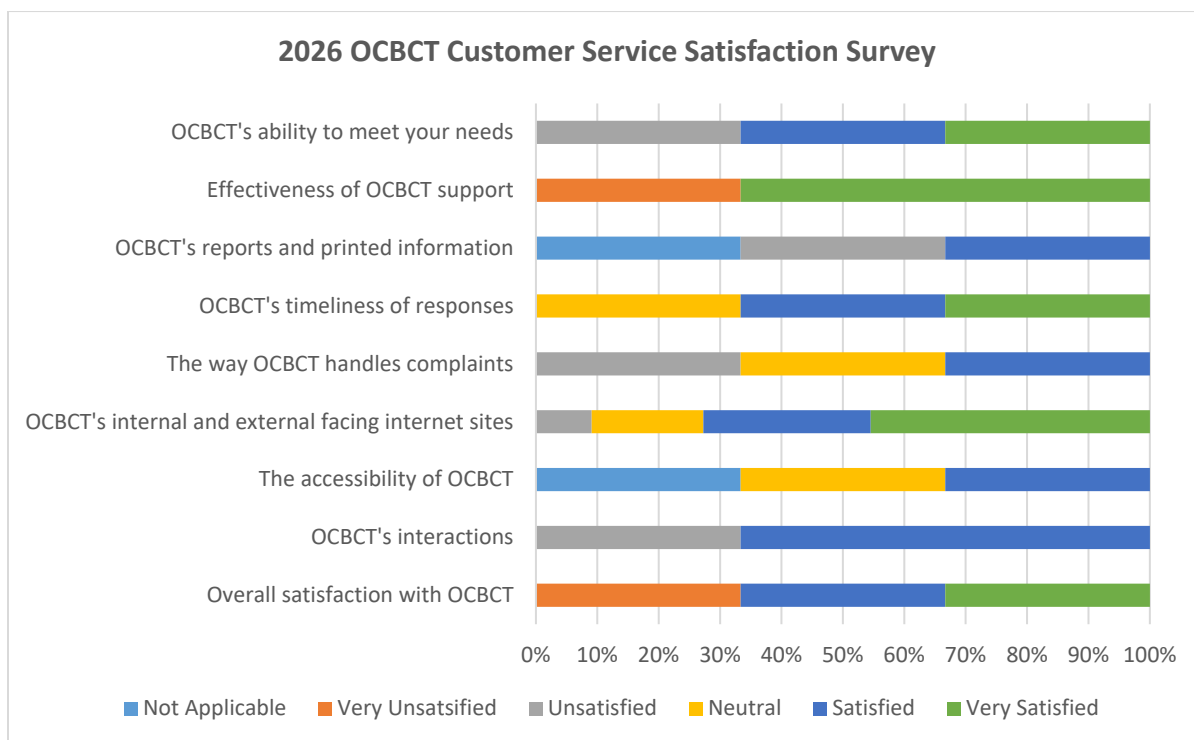
At the core of the OCBCT Satisfaction Survey is a series of standardized satisfaction-related statements to which respondents reply on an agreement scale from “very unsatisfied” to “very satisfied.” Responses to these questions are analyzed to understand stakeholder perceptions at the point in time of the survey. A total of nine satisfaction indicator statements were assessed in the survey. The survey also included three open-ended questions for the SSCCs to provide feedback on their experience with the OCBCT.

The survey was comprised of satisfaction indicator statements tailored to SSCCs. The survey was available for completion from April 3, 2026 to April 30, 2026. Invitations were sent to the current eight SSCCs.

Major Findings

Results on the satisfaction indicators in the 2026 survey are illustrated in **Chart 1** below. Results suggest recognition of the value and mission of the OCBCT. For example, 67% of respondents indicated they are “Satisfied” or “Very Satisfied” with the effectiveness of OCBCT’s support during implementation and readiness. Further, most respondents are “Satisfied” or “Very Satisfied” with OCBCT’s ability to meet their needs. A majority are “Satisfied” with the OCBCT’s interactions with SSCC’s including employee courtesy, friendliness, and knowledgeability.

Chart 1



The customer service satisfaction survey asked SSCCs to identify current OCBCT practices that are working well. Respondents consistently highlighted strong communication and engagement at the individual staff level, noting that OCBCT team members are knowledgeable, responsive, and collaborative. Community-Based Care Administrator (CBCA) staff were recognized for their effectiveness and support in day-to-day operations.

At the same time, respondents identified opportunities to strengthen OCBCT's role and system-level impact. A key theme was the need for clearer definition of OCBCT's purpose beyond readiness and implementation, including stronger alignment with the original legislative intent and broader system partners. Some respondents indicated that OCBCT is not consistently perceived as operating as an independent, system-level champion for CBC, and that certain activities feel more administrative than outcome-driven or connected to regional operations.

Overall, respondents emphasized the need for clearer direction, consistent follow-up, and improved alignment to ensure OCBCT's efforts deliver measurable value across all phases of CBC. Despite these concerns, respondents consistently acknowledged the professionalism, expertise, and commitment of OCBCT staff.

Schedule I: Certification of Compliance with Cybersecurity Training

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, OCBCT defers to the *2027-2031 DFPS Strategic Plan* for this supplemental schedule.

Schedule J: Certification of Compliance with Artificial Intelligence Training

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