



Office of Community-Based Care Transition Strategic Plan

Fiscal Years 2025-2029

August 2024

Table of Contents

Agency Mission.....	2
Goal 1: Planning.....	2
Goal 2: Transitioning.....	3
Goal 3: SSCC and Community Relations.....	4
Redundancies and Impediments.....	6
Schedules A - F.....	6
Schedule A: List of Measure Definitions.....	7
Schedule B: Historically Underutilized Business Plan.....	7
Schedule C: Statewide Capital Plan.....	7
Schedule D: Health and Human Services Strategic Planning.....	7
Schedule E: Agency Workforce Plan.....	7
Schedule F: Report on Customer Service.....	11

Agency Mission

Office of Community-Based Care Transition (OCBCT) Mission

We are committed to achieving implementation of Community-Based Care through the phases of procurement, contract award, readiness, staged implementation, and outreach efforts as we prepare communities to collectively 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.

Goal 1: Planning

Establish a structured approach to transition 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 Community-Based Care.

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

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

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

How Goal 1 Action Items Support Statewide Objectives

Accountability

OCBCT remains committed to Texas communities by working to ensure that Texas children and family services are transitioned to a community-driven system of care. Ongoing education and support will help to implement the community-based care model statewide.

Efficiency

OCBCT will continue to refine the approaches taken when planning for the transition to community-based care throughout the state of Texas. OCBCT will continue to encourage innovation and assist stakeholders to identify the most efficient plan and approach for CBC that will lead to the best outcomes for children and families of Texas.

Effectiveness

OCBCT provides support and collaboration to the SSCCs and DFPS to ensure the effective transition to CBC. OCBCT incorporates outcome data along with staff and client feedback into decision-making. Annual and quarterly progress reports of implementation updates will continue to be published, which invites informed feedback from stakeholders.

Excellence in Customer Service

OCBCT strives for optimal customer service. This includes increasing community visibility and outreach throughout the planning stages of CBC and encouraging feedback from DFPS and external stakeholders to improve processes. OCBCT uses this information to make meaningful improvements to customer service delivery.

Transparency

OCBCT uses data and external stakeholder feedback to inform the implementation process. Publishing quarterly progress reports and annual plans for future CBC implementation invites feedback from the public and community stakeholders and demonstrates the agency's continued efforts for transparency. OCBCT welcomes feedback and innovation as OCBCT plans to transition Texas children and family services 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 Community-Based Care.

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

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

Action Item 4: Encourage innovation by focusing on agency opportunities and building diverse groups to solve and anticipate future challenges that supports collaborative and shared messaging between OCBCT and DFPS.

How Goal 2 Action Items Support Statewide Objectives

Accountability

OCBCT will remain committed to communities by collaborating with DFPS, the SSCCs, and other stakeholders to strategically implement CBC. OCBCT understands the complexities of implementing change in the child welfare system and encourages informed feedback from stakeholders to ensure a successful CBC transition.

Efficiency

OCBCT is better able to respond in a more efficient and effective manner when communities are informed of the ways in which OCBCT may provide support. OCBCT strives to work collaboratively with its stakeholders to promote community-based care. During the transition to CBC, OCBCT will continue to review processes to efficiency.

Effectiveness

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

Excellence in Customer Service

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

Transparency

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

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.

Action Item 4: Engaging and partnering with internal and external stakeholders.

How Goal 3 Action Items Support Statewide Objectives

Accountability

Promoting public awareness of CBC through a robust community relations campaign, OCBCT opens a dialogue with communities and stakeholders across Texas. OCBCT understands that community engagement is a crucial component of customer service, and by partnering with the public, OCBCT can better promote Community-Based Care.

Efficiency

OCBCT is most efficient when stakeholders are informed of the ways in which OCBCT can assist. OCBCT will continue to work collaboratively with DFPS and the SSCCs to promote a shared vision for the future of Community-Based Care in Texas.

Effectiveness

OCBCT's mission is to achieve statewide implementation of community-driven foster care services. To effectively carry out its mission, OCBCT works directly and collaboratively with DFPS, the SSCCs, and the local communities.

Excellence in Customer Service

Community involvement is a vital aspect of customer service. By prioritizing exceptional customer service, OCBCT can provide each community with a better understanding of Community-Based Care. OCBCT will continue to collaborate with DFPS, SSCCs, and local communities to advance the organization's objectives.

Transparency

OCBCT strives to provide transparency in the CBC implementation process through community outreach and stakeholder engagement. OCBCT provides educational materials on our public website, publishes reports, attends public events to help build collaborative relationships, and provides opportunities for community feedback.

Redundancies and Impediments

Texas Family Code 264.165 (a) Notice Required for Early Termination of Contract.

Description: The Texas Family Code 264.165(a) currently requires no later than 60 days to provide notice of termination of the contract by the contractor. A 60-day timeframe does not provide an appropriate timeline to enact a contingency plan in the event of a contract termination by an SSCC.

Recommendation: OCBCT recommends amending this section of the Texas Family Code to require the contractor to provide a 180-day notice of termination of the SSCC contract.

Benefit: The recommended change would allow for a more appropriate timeline to enact a contingency plan in the event of a contract termination by an SSCC.

Article II, Section 1.15, Strategy G.1.1 of the General Appropriations Act, 88th Legislature. Community-Based Care.

Description: The General Appropriations Act for the 88th Legislature, Article II, Section 1.15, Strategy G.1.1 requires that the OCBCT report and publish selected performance measures identified by the Legislative Budget Board that will allow for comparative analysis between the legacy foster care and the CBC systems. DFPS owns and provides the data in the reported format to OCBCT.

Recommendation: OCBCT recommends amending this section of the General Appropriations Act to reflect that DFPS be the required entity to report these measures for business continuity purposes.

Benefit: The recommended change would provide for better business continuity purposes. DFPS owns the data that is reported and provides it in the reported format. This would reduce inefficiencies in the process.

Schedules A - F

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, Schedules A – H from the *2023-2027 DFPS Strategic Plan* are incorporated into this plan by reference. However, for Schedules A – D, OCBCT defers to the *2024-2029 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](http://www.dfps.state.tx.us/About%20DFPS/Strategic%20Plans/default.asp).

Schedule A: List of Measure Definitions

Schedule B: Historically Underutilized Business Plan

Schedule C: Statewide Capital Plan

Schedule D: Health and Human Services Strategic Planning

Schedule E: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the *Senate Bill 1, Article II DFPS, Rider 8, 88th Legislature, Regular Session Bi-Annual Report Human Resources Management Plan, FY 24 First Quarter* published March 2024. As a companion document, it presents a detailed analysis of the agency's turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at:

[Senate Bill 1, Article II, DFPS, Rider 8, 88th Legislature, Regular Session Bi-Annual Report Human Resources Management Plan, FY 24 First Quarter \(texas.gov\)](#)

OCBCT workforce plan is included below. OCBCT is attached to DFPS and utilizes their Human Resources. 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 delivering customer service. These include:

- Handles procurements and initial contracts on behalf of DFPS.
- Provides support to SSCCs in partnership with DFPS.
- Documents and works with SSCCs on all implementation projects and processes.
- Conducts protocol sessions and works closely to ensure readiness and timely go live.
- Ensures close communication between SSCCs, DFPS, and OCBCT for the best interest of children and families.
- Provides outreach to communities, legislative staff, and others.
- Writes reports, produces documents, and other outreach materials.

OCBCT Structure

OCBCT employs 18 staff across the State. Figure 1 shows the current and proposed areas for CBC implementation. Figure 2 shows the state in its entirety and provides the community names for each area of the state.

Figure 1: Current SSCC Locations

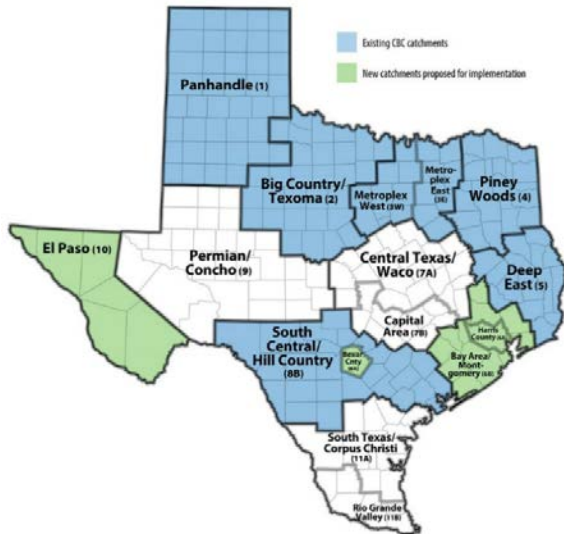
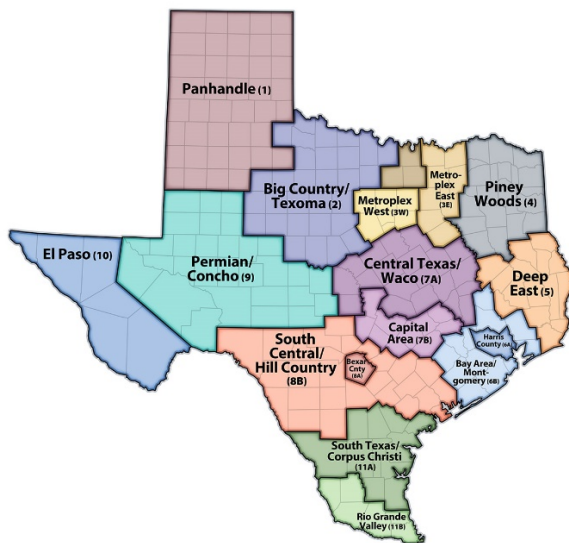


Figure 2: Statewide Community Area Map



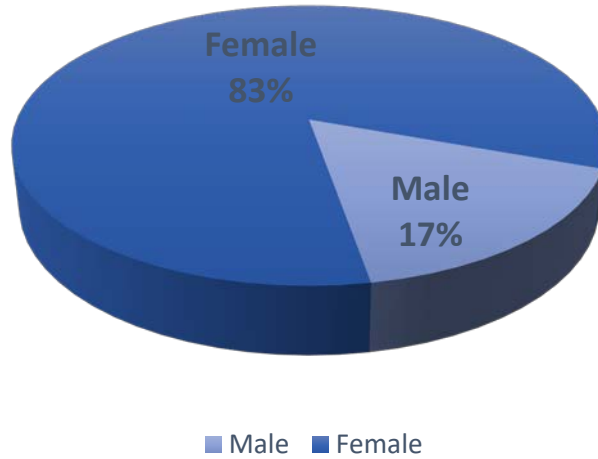
Workforce Demographics

- Females make up 83 percent of the OCBCT workforce
- 50 percent of the OCBCT workforce is under 40 years old.

Table 1: OCBCT Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
Supervisor (Director)	2	39	\$8,990
Program Specialist VI (PS VI)	6	39	\$ 6,257
Community-Based Care Administrator (CBCA)	7	38	\$ 6,190
Staff Services Officer	1	46	\$ 5,566
Contract Administration Manager I	2	41	\$ 6,300

Chart 1: OCBCT Workforce by Gender



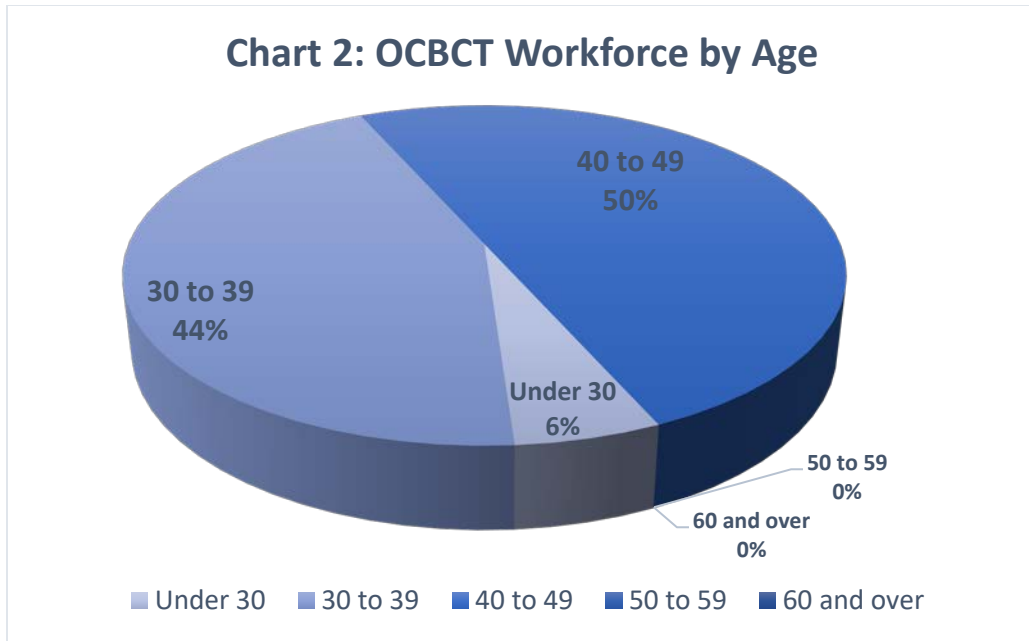


Table 2: Employee Separations by Reason

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
1	4%	4	17%	0	0%	0	0%	0	0%

Table 3: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
23	4	17%

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 8/31/24		As of 8/31/25		As of 8/31/26		As of 8/31/27		As of 8/31/28	
0	0%	1	5.5%	0	0%	0	0%	0	0%

Return-to-Work Retirees

OCBCT currently employs no return-to-work retirees.

Strategies to Meet Workforce Needs

Recruitment Strategies

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

Schedule F: Report on Customer Service

This report includes one completed survey from 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 community-based care.

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 are assessed in the survey. The survey also included three open-ended questions for the SSCCs to provide feedback on their experience with the OCBCT.

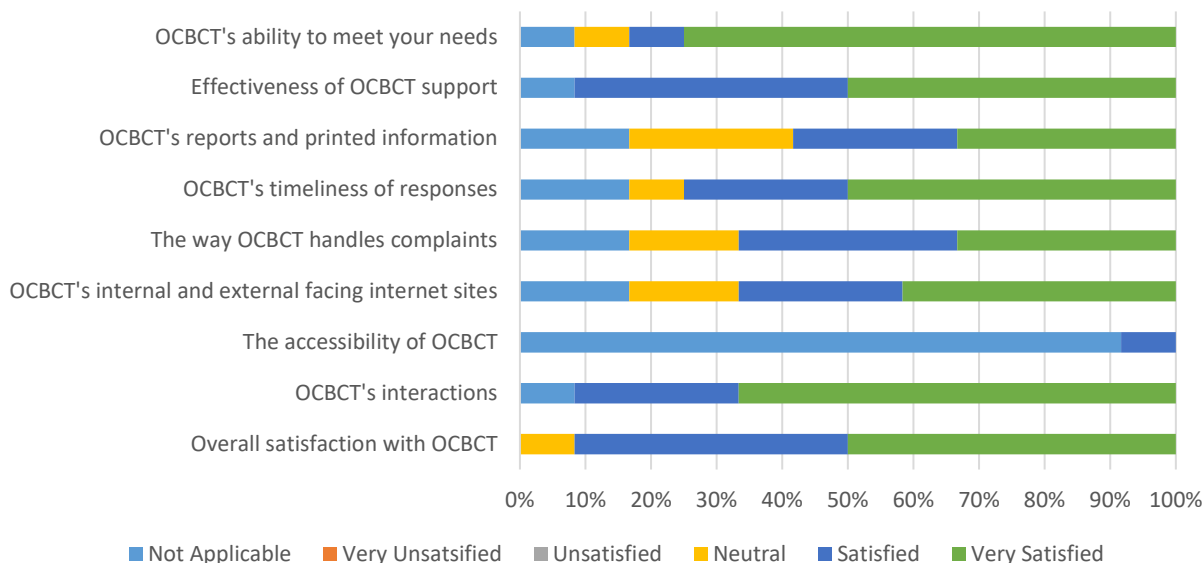
The survey is comprised of satisfaction indicator statements tailored to SSCCs. The survey was available for completion from March 28 to April 10, 2024. Invitations were sent to the current seven SSCCs.

Major Findings

Results on the satisfaction indicators in the 2024 survey are illustrated in **Chart 1** below. Results suggest wide recognition of the value and mission of the OCBCT. For example, 92% of respondents indicated they are “Satisfied” or “Very Satisfied” with the effectiveness of OCBCT’s support during implementation and readiness. Further, most respondents are “Very Satisfied” with OCBCT’s ability to meet their needs. A majority are “Very Satisfied” with the OCBCT’s interactions with SSCC’s including employee courtesy, friendliness, and knowledgeability.

Chart 1

2024 OCBCT Customer Service Satisfaction Survey



The customer service satisfaction survey asked the SSCCs to describe what current OCBCT practices were working well. Most respondents mentioned the OCBCT’s communication or responsiveness. A few respondents mentioned their Community-Based Care Administrator (CBCA), specifically, as being very knowledgeable and helpful. The survey also gave an opportunity for respondents to speak to improvements that they would like to see in working with OCBCT. Some respondents requested more clarification on OCBCT’s role post-implementation and indicated they feel there has been a “change” in the relationship between OCBCT and the SSCCs. Several respondents mentioned some duplicative resources and suggested some consolidation of forms/manuals. A few respondents also indicated that there are state agencies that could use more education about CBC as it pertains to the opportunities for flexibility and innovation within the CBC model. OCBCT continuously strives to improve our services to our clients, and we will continue to collaborate with DFPS and the SSCCs to move CBC forward.

The SSCCs were also able to share about their interactions with the OCBCT in the customer service satisfaction survey. Overall, the respondents communicated that the OCBCT staff are responsive and positive in interactions with all stakeholders. The SSCCs appreciate the support and guidance they receive from the OCBCT to navigate the implementation process. One respondent described how valuable OCBCT’s knowledge base is to assist SSCCs with lessons learned from previous transitions to ensure smoother transitions moving forward.