

STRATEGIC PLAN
FISCAL YEARS 2015-2019

SUBMITTED TO THE
GOVERNOR'S OFFICE OF BUDGET, PLANNING AND POLICY
AND THE LEGISLATIVE BUDGET BOARD



OFFICE OF COURT ADMINISTRATION
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AGENCY MISSION

TO PROVIDE RESOURCES AND INFORMATION FOR THE EFFICIENT ADMINISTRATION OF THE JUDICIAL BRANCH OF TEXAS.

Providing **resources** for the judicial branch:

- For trial courts—technical assistance, training, and research on court administration; language access services; and funding and standards for indigent defense services;
- For appellate and specialty courts—information technology solutions and fiscal consultation;
- For judicial branch regulatory boards and policymaking bodies—staffing and support; and
- For child support and child protection specialty courts and the regional presiding judges—staffing and administration.

Providing **information** about the judicial branch to the legislative and executive branches, the judiciary, and the public through:

- The judicial information website, Texas Courts Online;
- Statistics and analysis of court information and case activity;
- Descriptions of court system structure and jurisdiction; and
- Reports and studies about the courts and judiciary.

AGENCY PHILOSOPHY

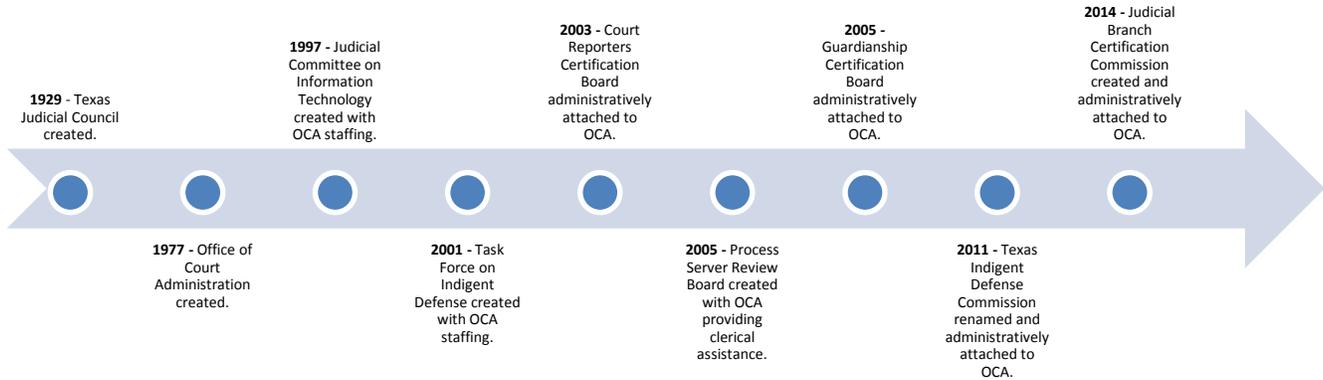
OUR OFFICE STRIVES TO EXEMPLIFY THE HIGHEST STANDARDS OF ETHICAL AND PROFESSIONAL CONDUCT. WE ADVOCATE AND PRACTICE EFFICIENCY AND COLLABORATION, AND WE PROVIDE PROMPT, COURTEOUS, AND COMPETENT SERVICE.



EXTERNAL/INTERNAL ASSESSMENT

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Office of Court Administration (OCA) is an agency of the state in the judicial branch that **provides resources and information for the efficient administration of the Judicial Branch of Texas**. The agency operates under the direction of the Supreme Court of Texas and the Chief Justice. **Figure 1** shows a timeline of OCA’s history.



OCA operates in conjunction with the **Texas Judicial Council**, which is the policy-making body for the Judicial Branch. The Council was created by the 41st Legislature to continuously study and report on the organization, rules, procedures and practice, work accomplished, results and uniformity of the discretionary powers of the state courts and methods for their improvement.

The agency provides **resources** to the Judicial Branch of Texas. These resources include the following:

- staffing and administration for the child support courts and child protection specialty courts;
- support and funding for counties to provide indigent defense services;
- technical assistance, training, and research on court administration;
- language access and direct interpretation services to the courts;
- staffing for a wide variety of judicial branch regulatory boards and policymaking bodies; and
- information technology solutions, fiscal and legal consultation for the sixteen appellate courts.

JUDICIAL BOARDS AND POLICYMAKING BODIES SERVED BY OCA

Texas Judicial Council | Judicial Committee on Information Technology | Council of Chief Justices | Conference of Regional Presiding Judges | State Board of Regional Judges for Title IV-D Account | Judicial Districts Board | Judicial Compensation Commission | Texas Indigent Defense Commission | Judicial Branch Certification Commission

OCA provides **information** about the Judicial Branch to the public, the Legislative and Executive Branches, state and federal agencies, local governments, private associations and public interest groups, and members of the bar, among others. These persons and organizations rely on OCA for information about the Judicial Branch, including statistics and analysis of court information and case activity, descriptions of the court system structure and jurisdiction, and results of comparative policy studies and other research affecting courts and the judiciary.

OCA has two distinct service populations: individuals who receive services based on being a member of the judiciary or their close relationship to the judiciary; and individuals from the public who seek information or resources related to the court system.

OCA has the most frequent contact with customers within the judicial branch, as **Table 1** shows:

TABLE 1—OCA JUDICIAL BRANCH CUSTOMER GROUPS		
Customer Group	Number of Courts/ Regions/Counties <i>As of 3/1/2014</i>	Number of Judges/ Other Officials <i>As of 3/1/2014</i>
State Highest Appellate Courts <i>Supreme Court</i>	1	10
<i>Court of Criminal Appeals</i>	1	10
State Intermediate Appellate Courts	14	94
Administrative Judicial Regions	9	9
State Trial Courts (District Courts)	457	504 ¹
Constitutional County Courts	254	254 ²
Statutory County Courts	256	270 ³
Justice of the Peace Courts	819	819
Municipal Courts	926	1,287 ⁴
District Clerks and County Clerks	254	443 ⁵
Court Coordinators / Administrators	254	959
Indigent Defense Coordinators	100	100
Court Collections Staff	423	560
County Auditors and County Treasurers	254	254
Court Reporting Firms / Court Reporters	351	2,745
Process Servers	N/A	3,774
Guardians	N/A	396
Judicial Compensation Commission	1	9
Judicial Committee on Information Technology	1	48
Board Members	4	54
TOTAL	4,379	12,598⁶

¹ Many of these judges also serve as the local administrative judge for the district court(s) in the county.

² Many county judges serve both as a trial court judge and as the administrative head of county government.

³ Many of these judges also serve as the local administrative judge for the statutory county court(s) in the county.

⁴ Some municipal judges serve in one or more municipal courts.

⁵ In 65 counties, one clerk serves as both district clerk and county clerk for the county.

⁶ This figure does not take into account justice and municipal court clerks and other officials and staff of the Texas judicial system who may use OCA services.

In addition to these judicial branch customers, OCA has frequent contact with the other two branches of state government, the media and members of the public. These contacts come in the form of requests for information and assistance with understanding the court system in Texas.

EXTERNAL ASSESSMENT

OCA faces many external challenges to accomplishing its mission that can be grouped into five general areas: decentralization, administrative fragmentation, increased demand for services, rapid societal change, and generational shifts.

DECENTRALIZATION

Texas' court system is not systematic. It is highly complex with numerous independent actors spread across 254 counties and state government, and many of them are independently elected. Many studies and reported decisions have commented negatively on this structural weakness,⁷ and changes in society and citizens' expectations from their government has exacerbated this issue.

The pervasive external challenge for OCA and the Judicial Council is the high degree of decentralization, complexity and shared local/state responsibility within the Texas court system.

The court system is primarily funded at the local level. While this supports a number of the Texas State Government philosophy statements,⁸ it does not provide a system that is uniform or one that can be easily modified.

ADMINISTRATIVE FRAGMENTATION

The court system in Texas is not just localized; it is administratively fragmented at the state level. Several functions that should naturally fall within the administrative office of the courts—as an arm of the Supreme Court, which has constitutional responsibility for administration of the judicial branch — do not:

- Administration of certain specialty courts, which resides in the Office of the Governor;⁹
- Administration of adult probation, which resides in the Department of Criminal Justice;¹⁰

⁷ *In Re United Services Automobile Association*, No. 07-0871 (March 26, 2010) (opinion by Chief Justice Jefferson); [Sultan v. Mathew, 2005 Tex. LEXIS 850, 17-18 \(Tex. 2005\)](#) (Justice Hecht, dissenting); *In re Reece*, 54 Tex.Sup.Ct.J. 1031, 341 S.W.3d 360 (Tex. 2011) (Justice Willett, dissenting); State Bar of Texas, "Report of the Court Administration Task Force," 2008; ("green book"); Texans for Lawsuit Reform Foundation, "The Texas Judicial System: Recommendations for Reform," 2007; Texas Courts Online: [Commission on Judicial Efficiency - Volume 2 \(1997\) \[pdf\]](#); [Commission on Judicial Efficiency - Volume 1 \(1996\) \[pdf\]](#); [Citizens' Commission on the Texas Judicial System \(1993\) \[pdf\]](#); [Texas Courts: Caseflow Management in the Urban Courts \(1992\) \[pdf\]](#); [Texas Courts: A Proposal for Structural-Functional Reform \(1991\) \[pdf\]](#); [Texas Courts: A Structural - Functional Overview \(1990\) \[pdf\]](#); and the many earlier efforts catalogued in "The Texas Judicial System: Historical Development and Efforts Towards Court Modernization," by C. Raymond Justice, *South Texas Law Journal* (1973) and "Court Reform Texas Style," by Clarence A. Guittard, 21 *Southwestern Law Journal* 451 (1967).

⁸ *Instructions for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2013-2017*, Appendix A: Strengthening Our Prosperity

⁹ Chapters 469 (drug courts), 616 (mental health courts), and 617 (veterans courts), Health & Safety Code

¹⁰ Chapter 509, Government Code.

Further, the power of appointing the nine regional presiding judges, who, in turn, appoint visiting judges and hear recusal motions, rests with the Governor instead of with the Chief Justice or the Supreme Court.¹¹ Although the Supreme Court has constitutional responsibility for the administration of the judicial branch,¹² judicial education was legislated away from the Supreme Court in 1993 to be administered by the Court of Criminal Appeals.¹³

The high degree of decentralization, complexity, and shared local/state responsibility within the Texas court system creates a challenge for OCA in meeting its statutory duty to “assist the justices and judges in discharging their administrative duties.”¹⁴

INCREASED DEMAND FOR SERVICES

CERTIFICATION

The Judicial Branch Certification Commission (JBCC) was established by the Texas Legislature during the 83rd Regular Session to enforce government efficiency and create consistency across the regulated judicial professions.

The nine members of the commission are appointed by the Supreme Court and oversee the certification, registration and licensing of court reporters and court reporting firms, guardians, process servers, and licensed court interpreters. By statute, the commission’s operations start on September 1, 2014.

The creation of the JBCC abolishes the Court Reporters Certification Board, Guardianship Certification Board and the Process Server Review Board. The Licensed Court Interpreter program, which previously was under the supervision of the Texas Department of Licensing and Regulation (TDLR) also falls under the jurisdiction of the JBCC.

¹¹ Sec. 74.005, Texas Government Code.

¹² Article 5, Sec. 31, Texas Constitution: (a) The Supreme Court is responsible for the efficient administration of the judicial branch and shall promulgate rules of administration not inconsistent with the laws of the state as may be necessary for the efficient and uniform administration of justice in the various courts. (b) The Supreme Court shall promulgate rules of civil procedure for all courts not inconsistent with the laws of the state as may be necessary for the efficient and uniform administration of justice in the various courts. (c) The legislature may delegate to the Supreme Court or Court of Criminal Appeals the power to promulgate such other rules as may be prescribed by law or this Constitution, subject to such limitations and procedures as may be provided by law. . . .

¹³ See Chapters 56 and 22, Texas Government Code, and the General Appropriations Act riders applicable to the Court of Criminal Appeals.

¹⁴ Government Code, 72.023(a).

Table 2 – Current Regulated Population

Judicial Branch Profession	Number of Certified, Registered or Licensed Professionals
Court Reporters or Firms	2449 Individuals, 351 Firms
Guardians	396 Individuals
Process Servers	3774 Individuals
Licensed Court Interpreters	517 Individuals

OCA Certification Division staff, who are assigned to staff the JBCC, has multiple projects in development to make the transition to the new commission a success. OCA is in the process of developing a new webpage, planning for the construction and a unified move to new office space on the 5th Floor of the Tom C. Clark building, creating a new certification database and working to go to a paperless filing system. Most importantly, the staff are working to simplify and streamline the Commission’s interaction with the regulated population.

CHILD SUPPORT COURTS

OCA employs 44 associate judges and 43 court coordinators to hear and dispose of Title IV-D child support establishment and enforcement cases and paternity cases within the expedited time frames established by Chapter 201.110 of the Texas Family Code.

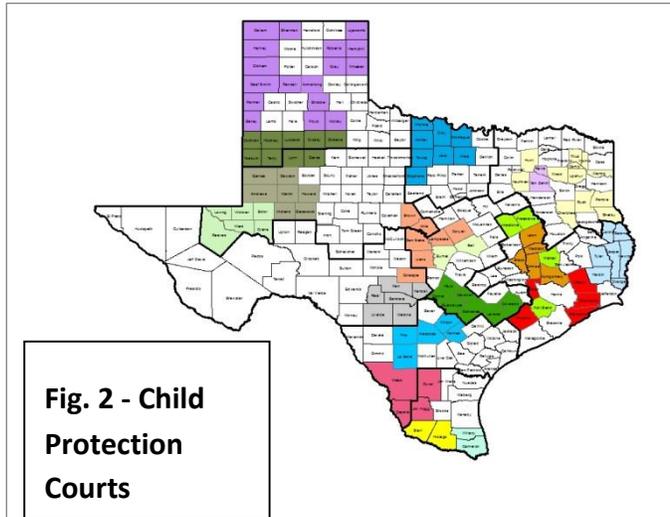
An area of concern regarding the continued quality of the services provided by the Child Support Courts is the need for funds to provide specialized training for staff. Currently, staff receives limited training from the State Bar of Texas and the Texas Center for the Judiciary through grants from the State Judicial Education Fund (administered by the Court of Criminal Appeals). The associate judges and court coordinators for the Child Support Courts hear volatile issues and have the safety of children and families in their hands on a daily basis. It is vital that the judges and their court coordinators are trained in a consistent manner to handle these difficult cases.

Another area of concern is the need to use visiting associate judges to cover temporary vacancies that occur because of vacations, illness, or family and medical leave. The child support dockets must be staffed to meet the needs of citizens and children and to avoid losing federal funds. Therefore, additional funding is needed to cover 1/3 of the cost of visiting associate judges to cover temporary

absences that may hinder the ability of the court to dispose of cases in an expedited manner. The remaining 2/3 of the cost would be provided through federal financial participation.

CHILD PROTECTION COURTS

OCA’s 19 child protection courts operate in 117 counties (see **Figure 2**), with 15 associate judges and 19 court reporters/coordinators. In FY 2013, these courts held 28,824 hearings and issued 5,573 final orders (see **Figure 3**).



The Conference of Regional Judges has identified the need for four additional child protection courts. The Conference’s determination is based on requests received from trial court judges in their regions who hear child protection cases.

The requests from the trial court judges are based on a continuing increase in child protection cases on their dockets that result in less time for the courts to devote to these time-sensitive and complex cases. Additionally, in

two regions, the caseloads maintained by some of the child protection courts exceeds the recommended average number of cases (225-250) identified by OCA as optimal for efficient and effective judicial action.

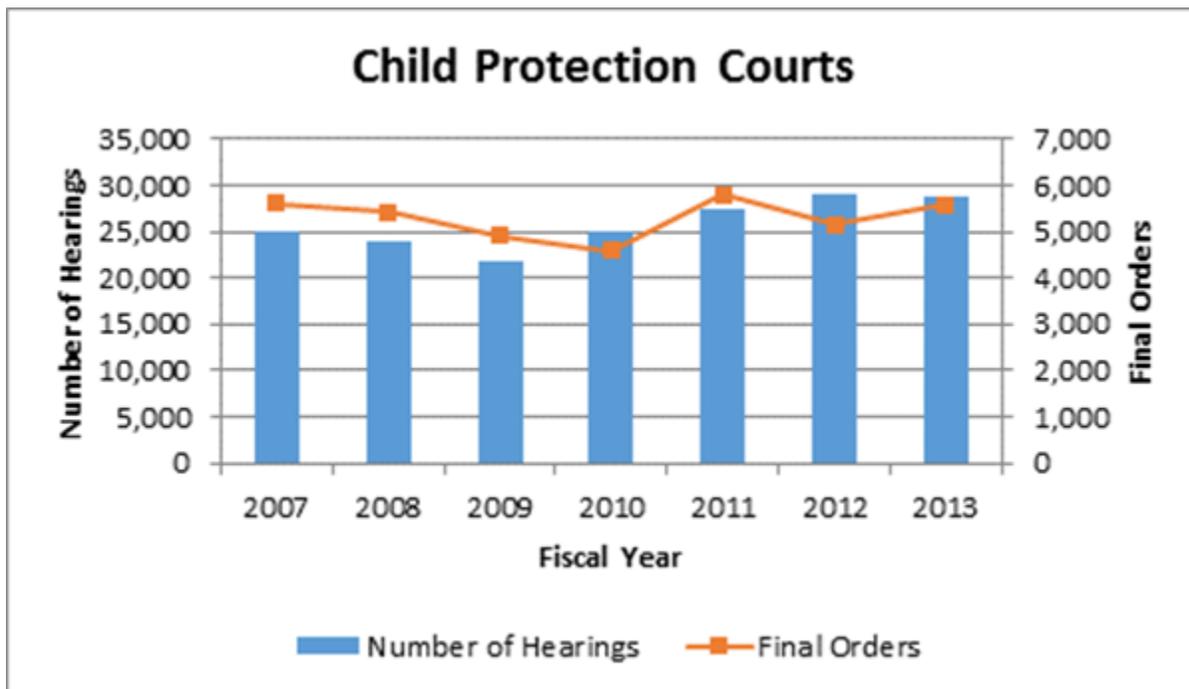


Fig. 3 - Caseloads of Child Protection Courts

Appropriate Staffing for Child Support and Child Protection Specialty Courts Program

Workloads for the Child Support and Child Protection Courts across the state continue to increase, which has resulted in the creation and need for additional courts. However headquarter staff to support these courts has remained stagnant. Currently, OCA has one headquarter staff member to assist these courts with purchase orders, supplies and other administrative duties. This staff member provides these services on a part-time basis. An additional FTE dedicated solely to the specialty courts would assist these courts in discharging their administrative duties.

Adequate Compensation for Child Support and Child Protection Court Judges

An additional concern is the salaries of the Associate Judges who hear child support and child protection cases. These judges have not received a merit salary increase since FY 2000, even as the salary of other judges in Texas and attorneys in the state have increased. Failure to offer competitive compensation could make it more difficult to recruit and retain quality Associate Judges.

COLLECTIONS IMPROVEMENT PROGRAM

OCA's Collection Improvement Program provides a set of principles and processes for managing cases when defendants are not prepared to pay all court costs, fees, and fines in criminal cases at the time of assessment and when time to pay is requested. Article 103.0033, Code of Criminal Procedure, requires counties with a population of 50,000 or greater, and cities with a population of 100,000 or greater, to implement a collection program based on OCA's model Collection Improvement Program.

The Collections Improvement Program has resulted in an additional \$494,591,672 million dollars in state and local revenue from 2006-2013.

- As of May 31, 2014, 87 of the 87 counties and cities required to implement a program had fully or partially implemented a program. The mandatory programs generated an estimated additional \$494,591,672 in state and local revenue for the period of FY 2006 through FY 2013.
- As of May 31, 2014, there are 94 active voluntary programs. (26 counties and 68 cities.) This represents an increase of 79 voluntary programs since 2011.

JUDICIAL INFORMATION

District Courts
Activity Detail from September 1, 2010 to August 31, 2011
93.1 Percent Reporting Rate
2,837 Reports Received Out of a Possible 3,048

Cases on Docket	Original		Other	Age	Serial	Indemnity	Family	Appropriated
	Month	Month						
Cases Pending 9/1/2010:								
Active Case	876	1,600	823	16,220	2,228	6,941	2,920	6,904
Inactive Case	326	913	336	4,371	3,224	3,373	835	1,561
Docket Assessment	(312)	56	5	(452)	(330)	(330)	18	(363)
Cases Adjudicated:								
Paid by Settlement or Information	429	876	1,425	22,142	2,274	1,476	7,327	8,442
Other Cases Resolving Docket	12	44	730	5,568	382	1,333	1,413	2,228
Dismissed or Resolved Final	38	208	365	4,763	480	1,891	1,238	1,811
Case Reopened	22	12	28	464	69	223	104	98
of Other Cases Adjudicated								
Total Cases on Docket:	1,886	2,836	3,433	49,327	5,348	13,124	13,360	19,721
Dispositions:								
Contributions	218	441	380	4,791	873	2,841	3,395	5,170
County Fee or Other Contribution								

OCA provides information about the Judicial Branch to the public, the Legislature, state and federal agencies, local governments, private associations and public interest groups, and members of the bar, among others. These persons and organizations rely on OCA for information about the Judicial Branch, including statistics and analysis of court information

and case activity, descriptions of the court system structure and jurisdiction, and results of comparative policy studies and other research impacting the judiciary.

The volume and diversity of information collected, maintained, and reported by Judicial Information has ballooned over the last decade. The Legislature has established approximately one to two new reporting requirements every session since 2001. Some of the requirements have required adding a few items to currently existing reports, while others have required collecting entirely new, distinct information and producing additional reports.

Various technological changes, initiatives to make information more accessible to the public, educational and outreach initiatives, and the greatly expanded content and complexity of the Judicial Council Monthly Court Activity Reports have shifted the primary workload of Judicial Information from data compilation and analysis to answering information requests and providing customer support. The section now responds to thousands of phone calls and thousands of emails each year in a regular, non-session year.

- Number of Statistical and other reports received: 162,000+
- Number of courts tracked in the Judicial Directory: 2,800
- Number of active judicial system personnel tracked in the judicial directory: 7,300+

Court Activity Reporting Database (CARD)

The Court Activity Reporting Database (CARD) is the system that collects monthly court activity reports for the judiciary. The system is based on technology that was developed in the early 1990s.

Because of its age and outdated technology, the underlying infrastructure of the CARD system makes it difficult and time consuming to generate statistical reports. OCA's goal is to acquire a system that is back-end architected in a way that facilitates ad-hoc reporting, improves data quality and that can be used as a base for future expansion into using business intelligence to further drive judicial policy decisions.

Improving the Research and Communication of Best Practices

Because of the judiciary's decentralized structure, the need to communicate best practices for the justice system is important. OCA has one research specialist who is responsible for producing multiple reports and informational conferences. An additional research specialist would help increase the volume and quality of best practice reports and information OCA is able to produce and distribute.

INFORMATION TECHNOLOGY

SUPPORT FOR STATE COURTS AND JUDICIAL AGENCIES

OCA provides and supports information system environments to Texas appellate courts and state judicial agencies. OCA’s centralized server and network administration creates internal economies of scale and security protection for the participating appellate courts and judicial agencies. **Table 3** lists the entities that receive direct technical support from OCA Information Services Division staff:

Customer Group	Number of FTEs
OCA staff	223
Appellate Courts	560
Office of Capital Writs	11
State Law Library	12
State Prosecuting Attorney	4
State Commission on Judicial Conduct	14
Total	824

APPELLATE COURT TECHNICAL AND PROGRAMMING SUPPORT

OCA has implemented the Texas Appellate Management and E-Filing system (TAMES) in the Supreme Court, Court of Criminal Appeals, and the 14 intermediate courts of appeals. This system replaces the courts’ legacy system, allowing for enhanced transparency and access to court information by attorneys and the general public.

During the 83rd Legislature, OCA regained two programmers that were lost in budget cuts from the 82nd Legislature. These two programmers are dedicated to the ongoing maintenance of TAMES. Governance is provided by a group of appellate clerks that were appointed by their peers. The group prioritizes enhancements and other fixes to TAMES.

In FY 2014-2015, OCA received appropriations to replace aging computer equipment in the appellate courts. Equipment was purchased, configured and installed in Fall 2013/Spring 2014. OCA will continue to follow the Department of Information Resources standard replacement schedule for determining which equipment should be replaced in future biennia.

ELECTRONIC FILING



In December of 2012, the Supreme Court mandated electronic filing in civil cases on a rolling schedule based on county population. As of July 1, 2014, all appellate courts and counties with a population more than 200,000 are under the E-Filing mandate. The E-Filing system, called eFileTexas.gov, is funded through a per-case fee passed by the 83rd Legislature. This allows for the system to be cost neutral for the filer.

Table 4 – Courts that are E-filing in Texas as of 7/1/2014

Jurisdiction	Counties
Justice Courts	12
Probate Courts	50
County Courts	61
District Courts	74
Courts of Appeals	254
Court of Criminal Appeals	254
Supreme Court	254

At the trial court level, the E-Filing program covers 74 counties and more than 87% of the state's population. E-Filing in civil cases at the trial court and appellate court level will reach 100% by July 2016.

OCA is concerned that the transition to the new E-Filing system will be more difficult for counties with a population less than 20,000 which is 136 of Texas' 254 counties. Many of these counties do not have local IT departments, infrastructure in place to support basic internet capabilities or case management systems.

Based on a 2014 technology survey and data gathered from electronic submissions of monthly activity reports to OCA, OCA can estimate the number of counties that have an established case management system. The numbers in the table below are the **known** numbers of counties that have automated case management systems.¹⁵

Table 5 – Counties that Have an Automated Case Management System

County Population	Minimum Number/Percentage with Automated Case Management		
	District Clerk	County Clerk	Justice of the Peace
500,000+	10/10 (100%)	10/10 (100%)	33/56 (59%)
200,000-499,999	8/12 (66%)	7/12 (58%)	38/64 (59%)
100,000-199,999	17/17 (100%)	17/17 (100%)	55/69 (80%)
50,000-99,999	19/23 (83%)	20/23 (87%)	71/109 (65%)
20,000-49,999	40/56 (71%)	42/56 (75%)	133/214 (62%)
<20,000	84/136 (62%)	78/136 (57%)	79/212 (37%)

OCA believes that E-Filing grants for technology infrastructure and an automated statewide case management system will assist the less populous counties with the transition to E-Filing.

¹⁵ Some counties did not respond to the survey and do not electronically submit monthly activity reports to OCA, but could have a local automated case management system that is not reflected in the numbers below.

Judicial Committee on Information Technology (JCIT)

Enhancements to the E-Filing system are suggested and prioritized by three different working groups developed out of the Judicial Committee on Information Technology (JCIT) which is staffed by OCA and is a statutory committee under the direction and supervision of the Chief Justice of the Supreme Court. The E-Filing user groups include:

- 1) Clerks;
- 2) Electronic Filing Service Providers; and
- 3) Filers.

Additionally, JCIT has a Standards Subcommittee that works to standardize the E-Filing system configurations so that the filer experience is universal statewide. JCIT also continues to work on plans to implement criminal E-Filing in the trial courts.

INDIGENT DEFENSE

The Texas Indigent Defense Commission (Commission) provides financial and technical support to counties to develop and maintain quality, cost-effective indigent defense systems that meet the needs of local communities and the requirements of the Constitution and state law. The Commission has identified three strategic goals: improve indigent defense by policies and standards development, promote local compliance and accountability with the requirements of the Fair Defense Act through evidence-based practices, and develop effective funding strategies.

Improve Indigent Defense by Policies and Standards Development

The Commission is charged with improving indigent defense services through the development of policies and standards. Initiatives under this goal will be undertaken to provide additional consistency and improvement in the way Texas delivers indigent defense services. While the Fair Defense Act of 2001 contains a variety of statutory requirements, the Commission has broad authority to develop additional policies covering a wide range of indigent defense issues. In a system funded almost entirely by the counties, the Commission wants to ensure that any new requirements are necessary and can be implemented in a cost effective manner. A few key challenges that exist include developing guidance for effective managed assigned counsel programs; protocols to collect and monitor attorney information about attorney workload as required by recent legislation; and a framework to manage indigent defense support services, such as investigators and experts.

Promote Local Compliance and Accountability with the Requirements of the Fair Defense Act through Evidence-Based Practices

The Commission is charged with promoting local compliance with the legal requirements of state law relating to indigent defense. State law requires that competent, qualified counsel be appointed in a timely manner in all criminal cases where the accused is too poor to hire a lawyer.

To implement an evidence-based practice strategy, the Commission developed a protocol to collect evidence to show whether certain practices are producing desired outcomes and set presumptive thresholds in determining whether some of these outcomes are being met. The Commission will continue research both internally and through our research partners to assess the impact of different approaches to indigent defense and to develop tools for local jurisdictions to monitor the provision of quality defense services.

Develop Effective Funding Strategies

The Commission has adopted two main funding strategies for supporting county indigent defense programs. First, counties that demonstrate compliance with key provisions of the Fair Defense Act are eligible to receive formula grants based on their population and indigent defense expenditures. In addition, counties may apply for competitive discretionary grants to implement new programs that will improve their indigent defense system.

The most significant challenge faced by the Commission is how to adequately fund indigent defense services. Under the current level of State appropriation, the commission is only able to fund a small fraction of total indigent defense costs incurred by counties. The Commission will continue to ask the Legislature to increase the State appropriations for indigent defense to cover the increased costs borne by counties since the passage of the Fair Defense Act of 2001. The Commission also intends to examine ways to promote sustainability for funded programs that are effective and standards driven.

RAPID SOCIETAL CHANGE

The rapid pace of societal change is putting pressure on the judicial branch to keep pace. Some of those changes include:

- Language barriers that make it difficult for individuals to have proper access to the courts;
- Demand for courts to help solve societal maladies (i.e. drug addiction, post-traumatic stress disorder, prostitution, etc.);
- Desire of the average person to want services personalized for them, and to take services into their own hands; and
- Expectations that courts offer mobile electronic services and access equivalent to private industry.

Texas Court Remote Interpreter Service (TCRIS)

Responding to the need for language interpreters in the state, OCA expanded its remote interpreter services in January 2014. Known as TCRIS (Texas Court Remote Interpreter Service), the program is based in Austin, but open to judges in every Texas county and municipality (subject to availability) for just the cost of a phone call or video-conference.

Experienced and licensed Spanish speaking interpreters provide services in all case types for short, non-evidentiary hearings that typically last 30 minutes or less. TCRIS interpreters have conducted 248 hearings since the start of 2014. More than 64 judges and 53 counties have used their services. Use of the program continues to steadily increase.

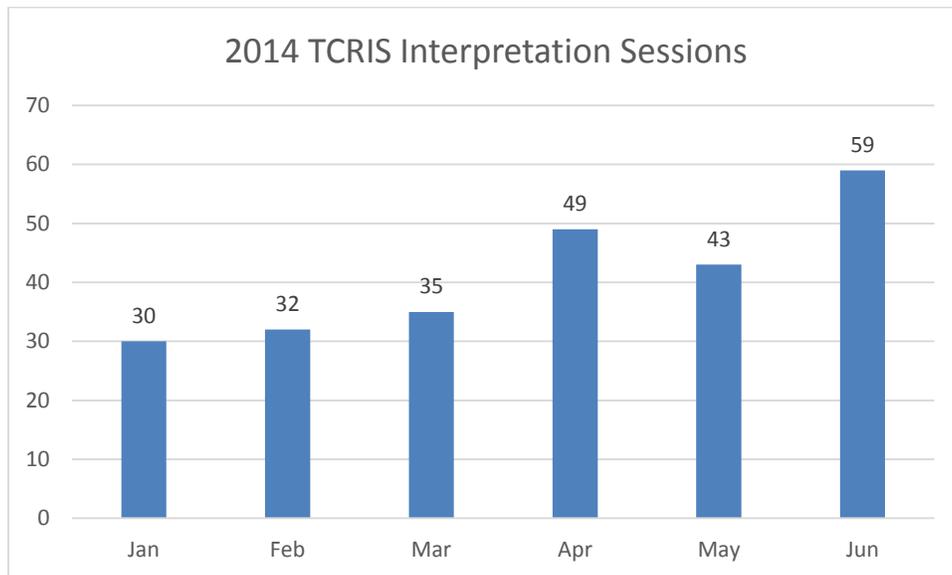


Fig. 4 – TCRIS Hearings

GENERATIONAL SHIFTS



The youngest of the baby boomer generation will cross the mid-century mark during the coming five-year period, while the oldest of the boomers will cross seventy years. As this generation ages, the judiciary will see an increase in elder abuse cases and the need for guardians, which will strain the courts' ability to find qualified guardians and to monitor those guardians for proper care. At the same time, those in Generation Y, or "millenials," will likely become the largest constituent of the courts in the next five years. Those in this generation demand increased connectivity through technology and access to services never before provided. Balancing the needs of these two ends of the generational spectrum, while satisfying the needs of all of the individuals accessing the courts, will continue to be a major challenge.

Guardianship and Probate Efforts

OCA continues to work with the Texas Judicial Council to assess ways in which the Texas courts interact with the elderly. The Texas Judicial Council formed an Elders Committee to study issues including guardianship, probate and elder abuse, and to identify judicial policies or initiatives that could be enacted to protect and improve the quality of life for the elderly in Texas.

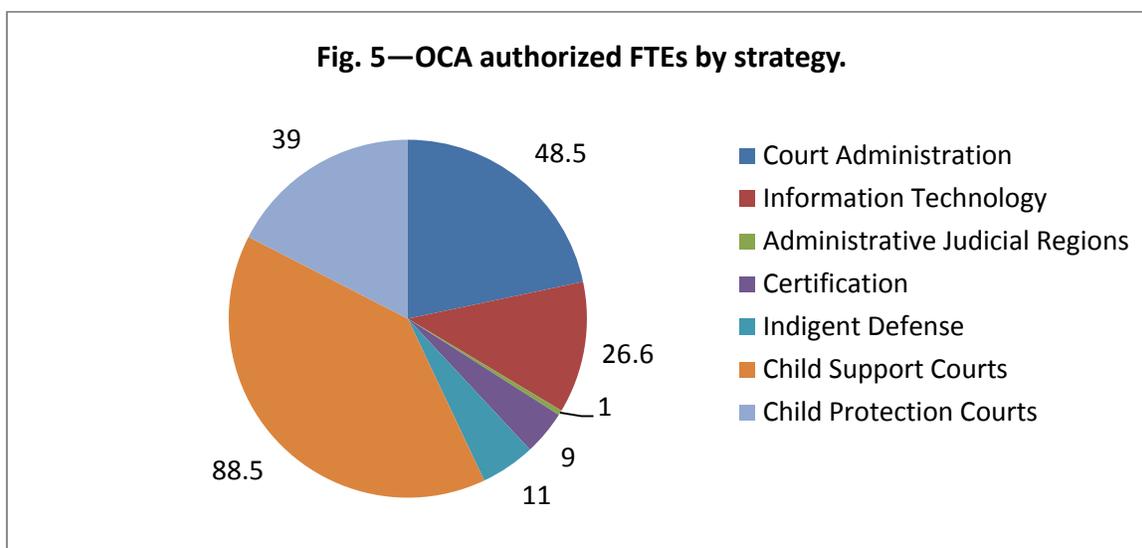
Similarly, OCA and the Supreme Court took a leadership role in creating the Texas Working Interdisciplinary Network of Guardianship Stakeholders (WINGS) group to study and recommend solutions for similar issues, one of only seven such groups in the nation. The Texas WINGS group has representatives from the judiciary, Texas Legal Services, AARP, Disability Rights Texas, Alzheimer's Association, Texas Guardianship Association, ARC of Texas, Social Security Administration, Texas Veterans Commission, Department of Aging and Disability Services, Department of Family and Protective Services, and the State Bar.

The Elders Committee and the Texas WINGS group are considering several recommendations to improve the guardianship and probate system in the state. Ideas discussed include:

- Increased education for both lawyers and judges;
- more resources for courts handling guardianship cases, including the possibility of associate judges, multi-county statutory probate judges or regional court investigator/monitor coordinators;
- an experiential component to appointments for probate judges;
- supported decision-making;
- a uniform assessment tool;
- reporting requirements; and
- a change in guardianship terminology.

INTERNAL ASSESSMENT

OCA has 213 authorized FTEs, with 86 FTEs in the headquarters and 127 FTEs located around the state. **Figure 5** shows OCA's authorized FTEs by strategy.



IDENTIFYING BEST PRACTICES

Openness and engagement with customers, and a willingness to learn from them, are hallmarks of OCA's collaborative approach to issues and problem resolution. Active involvement in a variety of national and state organizations, including groups that are representative of local government,¹⁶ should also continue as this collaboration furthers the quest for best practices, increases the professional development of OCA employees and keeps communication open in a decentralized system.

This practice has resulted in better services being available to the public in a more efficient manner; however, OCA must continue to evaluate all of its processes and practices to determine the best way to operate.

USE OF TECHNOLOGY

OCA continues to experience pressure to implement technological solutions to raise the efficiency of the agency and to provide better customer service. There is an increasing demand from the public to access the judicial information held by OCA and a desire by the public to access information from all of

¹⁶ OCA is actively involved in the Conference of State Court Administrators, National Association for Court Management, Court Information Technology Officers Consortium, National Center for State Courts at the national level. At the state level, OCA is actively engaged with the Conference of Urban Counties, Association of Counties, County and District Clerks Association, County Treasurers Association, County Auditors Association, Center for the Judiciary, Justice Court Training Center, Justices of Peace and Constables Association, Municipal Court Education Center, Texas Association for Court Administration and other various judicial organizations.

the courts in the state in one location. OCA is working to address this issue through the development of new judicial web sites that will better assist customers in finding the information they seek.

INCREASED DEMAND ON STAFF RESOURCES

The staff at OCA is dedicated to providing outstanding service in each of the areas delegated to the agency. That service continues to be strained by increasing levels of responsibility and workload. OCA has been given additional responsibilities in recent years with limited staff resources to accomplish those tasks, as described in the external assessment. It will be necessary for OCA to determine the most efficient ways to accomplish those tasks and to solicit additional staff resources where necessary. Failure to do so may result in inefficiencies and difficulty in providing the outstanding service OCA is accustomed to providing.

Further, OCA must examine compensation for its employees to ensure the agency is able to recruit and retain quality employees. An internal assessment showed that 71% of OCA headquarters employees are paid below the midpoint of their salary range and 32% of OCA positions are paid below the state average salary for their position.¹⁷

COMMUNICATION WITH KEY CUSTOMERS

Due to the decentralized nature of the judicial system in Texas, it is critical that OCA communicate effectively with the various customers of the agency. In October 2014, OCA hired a Director of Public Affairs to develop and improve communications to external stakeholders including the public, media, legislature and executive branch. OCA produces a monthly newsletter that is distributed to key customers and has updated or created brochures explaining the services offered by OCA and the judiciary. OCA will continue to evaluate better ways to push relevant information out to its customers.

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

Based on these assumptions, OCA foresees the need to be prepared:

- for the prospect of assuming additional judicial administration functions that currently reside in other agencies, or that are not yet established but would be beneficial to the proper administration of justice;
- to continue providing more and better information about the court system and be positioned to support incremental improvements to the system through collaboration;
- to ensure that all initiatives are designed to ensure that the appropriate interests are represented, and unintended consequences of reforms are minimized;
- to communicate more effectively with the key customers of OCA; and
- to continue to employ techniques to improve the administration of justice in a decentralized and localized environment.

¹⁷ Average state salary data acquired through www.texastribune.org.

AGENCY GOALS

A. IMPROVE PROCESSES AND REPORT INFORMATION

Improve practices and procedures of the judiciary, including case management and the administrative and business methods or systems used in the judiciary, and gather and report pertinent judicial information.

B. COMPLETE SPECIALTY COURT PROGRAM CASES

Complete assigned child support and child protection cases within statutory time frames.

C. CERTIFICATION AND COMPLIANCE

Certify, register, license and regulate individuals and businesses.

D. TEXAS INDIGENT DEFENSE COMMISSION

Improve processes for indigent defense through financial and technical assistance, and report pertinent indigent defense information.

OBJECTIVES AND OUTCOME MEASURES

A.1. IMPROVE PROCESSES AND REPORT INFORMATION

Improve practices and procedures of the judiciary, including case management and the administrative and business methods or systems used in the judiciary, and gather and report pertinent judicial information.

- *Percent of Entities Reporting Case Statistics Electronically*

B.1. COMPLETE SPECIALTY COURTS PROGRAM CASES

Complete assigned specialty court program cases within statutory time frames.

- *Child Support Courts Case Disposition Rate*

C.1. CERTIFICATION AND COMPLIANCE

Certify, register, license and regulate individuals and businesses each year.

- *Percentage of Complaints Resulting in Disciplinary Action*
- *Percent of Licensees with No Recent Violations*
- *Percent of Court Reporting Licensees Who Renew Online*

D.1 INDIGENT DEFENSE

Improve processes for indigent defense through financial and technical assistance, and report pertinent indigent defense information.

STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

A.1.1. COURT ADMINISTRATION

Assist courts by providing analysis, advice and recommendations; prepare manuals; provide training; obtain grant funds for projects and programs; and research and identify innovative ideas and programs. Collect, analyze and publish case activity statistics and other judicial data. Provide staff services necessary for the support of judicial entities.

- *Number of New Monthly Court Activity Reports Processed*
- *Number of New and Updated OCA Publications*

A.1.2. INFORMATION TECHNOLOGY

Research, plan and implement the latest technological innovations that best meet the strategic direction of the Judicial Committee on Information Technology (JCIT). Provide information technology services to support the network infrastructure for the appellate courts and judicial agencies, and technical and training assistance to users of state judicial systems. Develop, implement, and promote automated systems to facilitate improved court efficiencies and to advance the establishment of technology standards throughout the Texas courts.

- *Percent of Service Requests Resolved Within Established Agency Service Performance Requirements*

A.1.3. EQUALIZATION OF THE COURTS OF APPEALS DOCKET

Provide funding for travel and telecommunications costs to support the Supreme Court's transfer of cases between courts of appeals.

- *Equalization Between Courts Achieved by the Transfer of Cases*
- *Number of Cases Transferred by the Supreme Court*

A.1.4. ASSISTANCE TO THE ADMINISTRATIVE JUDICIAL REGIONS

Employ or contract with counties or administrative judicial regions to provide administrative assistants for the presiding judges of the administrative judicial regions.

B.1.1. CHILD SUPPORT COURTS PROGRAM

Complete assigned child support establishment and enforcement cases within time frames required by Chapter 201.110 of the Texas Family Code.

B.1.2. CHILD PROTECTION COURTS PROGRAM

Complete assigned child substitute care and protective services cases.

- *Number of Hearings*
- *Number of Children Who Have Received a Final Order*

C.1.1. JUDICIAL BRANCH CERTIFICATION COMMISSION

Issue certifications, registrations, and licenses to qualified individuals and businesses, and ensure compliance.

- *Number of New Licenses Issued*
- *Number of Licenses Renewed*
- *Number of Complaints Resolved*
- *Average Time (Days) for Complaint Resolution*
- *Total Number of Licenses*
- *Number of Jurisdictional Complaints Received*

C.1.2. TEXAS.GOV

Provide for the processing of occupational license, registrations, or permit fees through Texas.gov. Estimated and non-transferable.

D.1.1. TEXAS INDIGENT DEFENSE COMMISSION

Improve processes for indigent defense through financial and technical assistance, and report pertinent indigent defense information.

- *Number of monitoring visits, technical support visits, and trainings conducted.*
- *Percentage of counties receiving state funds for indigent defense*

HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PLAN

GOAL

To actively assist Historically Underutilized Businesses (HUBs) in their efforts to do business with the State of Texas pursuant to Texas Government Code, Section 2161 and the Texas Administrative Code (TAC) Title 34, Part 1, Chapter 20, Subchapter B, §20.13.

OBJECTIVE

OCA will make a good faith effort to meet or exceed the Statewide HUB goals for all eligible procurements. The State of Texas HUB goals for the procurement categories used by OCA are:

- 23.6% for professional services contracts;
- 24.6% for all other services contracts; and
- 21.0% for commodities contracts.

Outcome Measure

- Percentage of Eligible Procurements Awarded to HUBs

STRATEGY

OCA will utilize the State of Texas procurement procedures to actively identify and educate HUBs on the State's program, the agency's procurement needs, and assist HUBs in their efforts to do business with the State. OCA will also encourage prime contractors to provide subcontracting opportunities to HUBs to assist with the agencies goals.

Output Measures

- Number of HUB Contractors and Subcontractors Contacted for Bid Solicitations
- Number of HUB Contracts and Subcontracts Awarded
- Number of HUB forums or other HUB events in which the agency participated

TECHNOLOGY RESOURCE PLANNING

Below are the initiatives that Information Services will be pursuing in support of OCA’s strategic plan.

STRENGTHENING JUDICIAL SERVICES TO TEXAS FAMILIES

This initiative provides technology applications and hardware in support of the Child Support and Child Protection Courts staffed by OCA.

Associated Projects	Status
Computer Hardware and Software Equipment Refresh	Ongoing and Planned
Daily Operations	Ongoing
On-Site Technical Support	Planned

Agency Objectives Supported
A.1. Improve Processes and Report Information B.1. Complete Specialty Courts Program Cases

Statewide Technology Priorities Supported
Security and Privacy Business Continuity Enterprise Planning and Collaboration IT Workforce Virtualization Mobility Data Management Network

Anticipated Benefits
<p>Operational Efficiencies With new equipment and on-site technical support, OCA will be able to provide a quicker response time to hardware and software failures experienced by our Child Support, Child Protection and appellate courts statewide. Currently when a court experiences a hardware or software failure that cannot be overcome remotely, court performance is degraded until a replacement can be ordered, shipped and installed by non-technical court personnel.</p> <p>Citizen/Customer Satisfaction With increased technology support, courts will be able to overcome technology issues more quickly, resulting in a more efficient use of litigant’s time, increasing their satisfaction.</p>

Capabilities/Barriers

Capability – OCA has the experience to be able to support on-site courts. OCA currently provides on-site technical services for the Supreme Court of Texas, the Court of Criminal Appeals and the 3rd Court of Appeals and several judicial branch agencies.

Barrier – OCA would need additional FTEs to staff and manage on-site technical employees that would be staffed statewide to assist all OCA supported courts.

Barrier – OCA would need additional funding for new computer equipment to replace equipment that is more than six years old (beyond the DIR recommended replacement schedule)

Barrier – OCA would need additional funding for travel to allow on-site technical employees to travel to OCA courts statewide.

IMPROVE JUDICIAL DATA INTEGRITY

This initiative provides an increased level of data quality and lays the groundwork to enable the judiciary to use collected data to make sound policy decisions.

Associated Projects	Status
Computer Hardware and Software Equipment Refresh	Ongoing and Planned
Daily Operations	Ongoing
Statewide Electronic Filing of Court Documents	Ongoing
CARD Re-Write	Planned

Agency Objectives Supported

A.1. Improve Processes and Report Information

Statewide Technology Priorities Supported

Enterprise Planning and Collaboration
Data Management

Anticipated Benefits

Operational Efficiencies

A new data collection tool as well as a re-design data warehouse will enable the judicial branch to analyze data more effectively. The ability to effectively analyze data will enable OCA to provide sound policy recommendations to the Texas Judicial Council.

Foundation for Future Operational Improvements

A newly design data warehouse will allow OCA to buy or build a business intelligence tool to overlay on the data. This would allow courts to build dashboards to monitor court performance.

Capabilities/Barriers

Capability – With the statewide electronic filing system becoming mandatory statewide effective July 2016, all data collected via the case initiation filing can be pulled directly from the electronic filing system. This will allow local counties to better utilize staff due to a lesser state reporting burden.

Capability – OCA is well versed in collecting judicial data and has been doing so since the advent of automated data collection in the 1990s.

Barrier – The current data reporting mechanism was built on an older database design that doesn't lend itself well to ad-hoc reporting and research. OCA would need additional funding to replace the system with a modernized design to allow for ad-hoc reporting and business intelligence.

OPTIMIZE JUDICIAL EFFICIENCIES WITH TECHNOLOGY

This initiative replaces aging networking equipment that is not part of the regular replacement schedule. It also modernizes systems and allows them to expand their reach to all of OCAs compliance programs.

Associated Projects	Status
Computer Hardware and Software Equipment Refresh	Ongoing and Planned
Daily Operations	Ongoing
Mobile Judicial Tools	Planned
Expanded Licensing System	Planned

Agency Objectives Supported

A.1. Improve Processes and Report Information
C.1. Certification and Compliance

Statewide Technology Priorities Supported

Security and Privacy
Cloud Services
Enterprise Planning and Collaboration
Data Management
Mobility
Network

Anticipated Benefits

Operational Efficiencies

The expanded licensing system will allow OCA to manage all judicial branch licensing under one system. OCA currently uses a system that must be configured independently for each program. This results in different operational processes to perform the same tasks across licensing programs.

Capabilities/Barriers

Barriers – OCA would need additional funding to replace the existing licensing system with a flexible cloud-based system that would allow for different licensing types.

Barrier – OCA would need addition resources to design and build mobile judicial tools that integrate with both iPad and Android devices as well as integrate with the existing case management system.

PROMOTE TECHNOLOGY EFFICIENCIES TO LOCAL GOVERNMENT

This initiative is to provide tools for local county government to efficiently administer the county and district courts.

Associated Projects	Status
Computer Hardware and Software Equipment Refresh	Ongoing and Planned
Daily Operations	Ongoing
Statewide Electronic Filing of Court Documents	Ongoing
Statewide Case Management System	Planned

Agency Objectives Supported

A.1. Improve Processes and Report Information
D.1. Indigent Defense

Statewide Technology Priorities Supported

Security and Privacy
Cloud Services
Business Continuity
Enterprise Planning and Collaboration
Virtualization
Data Management
Mobility
Network

Anticipated Benefits

Operational Efficiencies

Counties that use the statewide case management system would achieve full integration with the electronic filing system, DPS monthly reporting and the OCA monthly activity reports. This would allow local courts to move cases electronically.

Citizen/Customer Satisfaction

Citizens would continue to have 24/7 access to file court documents and if a county used a statewide case management system, the public would also be able to view public case information 24/7 via the web.

Security Improvements

With documents and cases being stored in a secure cloud environment, local counties would have improved document security and would have improved capability to recover from a physical disaster. All that a local clerk's office would need to return functionality would be a computer and internet connection.

Compliance

A statewide case management system would allow OCA (through the Judicial Committee on Information Technology) to standardize the system configuration in order to promote best practices in case management.

Capabilities/Barriers

Capability – OCA had great success in implementing the statewide electronic filing system and has the project and contract management experience for statewide projects.

Barriers – OCA would need additional funding to implement a statewide case management system for use in counties.

APPENDIX A - DESCRIPTION OF AGENCY'S PLANNING PROCESS

Chapter 2056 of the Government Code requires strategic planning for all agencies in the executive branch of government. The Office of Court Administration (OCA), as an agency within the judicial branch, is exempt from this requirement. Despite this exemption, OCA has determined it is in the best interest of the agency to implement strategic planning activities, using Chapter 2056 as a guide.

OCA began its strategic planning process in February, 2014. OCA's Administrative Director met with the agency's executive management team to discuss programmatic needs and issues confronting the judiciary and individual, agency units. As part of this process, OCA staff solicited input from agency employees concerning their perceptions of the agency and its programs.

In March, April, and May 2014, OCA staff met with the chief justice and appropriate judicial oversight boards and committees (e.g. Conference of Regional Judges/ State Board of Regional Judges for Title IV-D Account, Texas Indigent Defense Commission, Council of Chief Justices) to determine strategic direction for OCA.

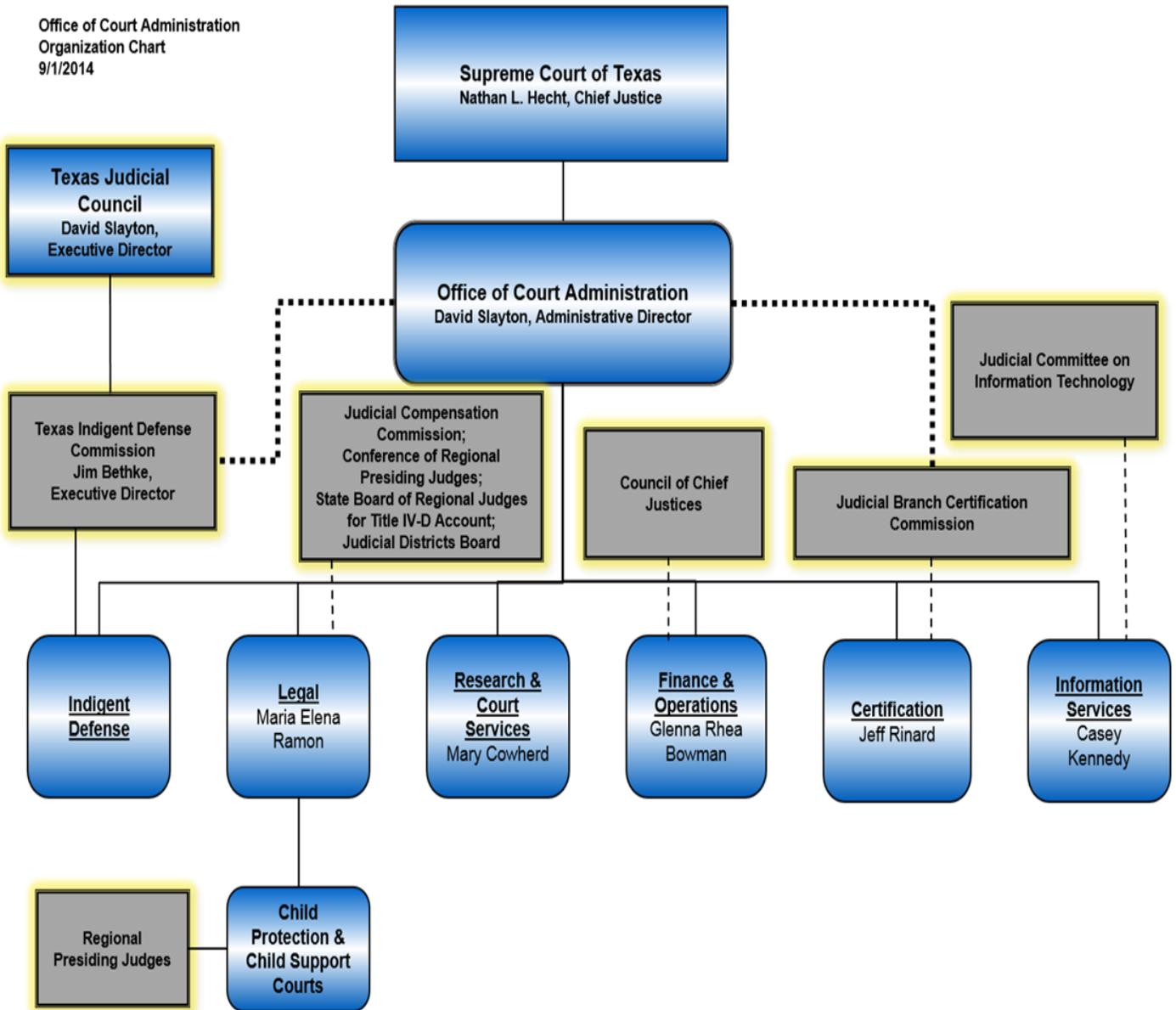
Based on information gathered through these processes, as well as data compiled during the last strategic planning process, agency staff identified initiatives to further the strategic goals of the judiciary and OCA.

The Chief Financial Officer met with division staff on the agency's budget structure, as well as performance measures and definitions. The existing structure and measures were reviewed to determine if changes were needed. Staff also discussed adding and deleting performance measures. The Human Resources Officer worked with the Chief Financial Officer to develop the Workforce Plan required by the Strategic Plan instructions.

The Administrative Director and appointed agency staff reviewed a list of OCA's primary customers, developed a customer service survey based on the survey methodology developed previously, deployed the survey and compiled the results. The final Report on Customer Service was submitted as a separate document on June 2, 2014.

APPENDIX B - CURRENT ORGANIZATIONAL CHART

Office of Court Administration
Organization Chart
9/1/2014



..... Commission/Board administratively attached to OCA

Grey Boxes indicate Boards or Policymaking Bodies for which OCA provides staff support.

APPENDIX C—LIST OF MEASURE DEFINITIONS

A.1. IMPROVE JUDICIAL PROCESSES AND REPORT INFORMATION

Performance Measure:	Percent of Entities Reporting Case Statistics Electronically
Short Definition:	This is the percentage of reporting entities that report trial court case statistics electronically to OCA. Electronic reporting includes data sent via electronic methods directly to OCA, and reports entered online by reporting entities. Reporting entities include individual courts and clerks who report for one or more trial courts.
Purpose/Importance:	This measure is intended to determine OCA's level of accomplishment in integrating the trial courts' required reporting data by decreasing manual submissions of data and increasing the efficiency of reporting data to OCA by accepting the data electronically.
Source/Collection of Data:	OCA collects the data from entities that submit their data directly to OCA either through a manual submission on paper, an electronic submission of data, or through direct online data entry. The data is stored in OCA's Court Activity Reporting and Directory database.
Method of Calculation:	On the last day of the reporting period, all entities that report trial court case statistics are counted, and the entities that report case statistics electronically are counted. The percentage is calculated by dividing the total number of entities reporting electronically by the total number of reporting entities.
Data Limitations:	Factors beyond the agency's control affect the ability for OCA to collect data electronically even though OCA is able to receive the data electronically. The reporting entity must have the technical ability and the desire to submit the data electronically. New reporting rules adopted September 2010 require entities to report electronically unless a waiver is obtained from OCA. However, there are no enforcement mechanisms for the majority of reporting entities (the more than 1,700 justice and municipal courts).
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

B.1. COMPLETE SPECIALTY COURT PROGRAM CASES

Performance Measure:	Child Support Court Case Disposition Rate
Short Definition:	This measures the percentage of Title IV-D cases completed within one year from the time of successful service of citation or other notice on all necessary parties (also referred to as the “timely disposition rate”). The target percentage shall comply with current state law requirements concerning time for disposition of Title IV-D cases.
Purpose/Importance:	The measure is intended to determine compliance with the disposition timeframes required by state law for Title IV-D child support cases.
Source/Collection of Data:	Information contained in the Expedited Process Report generated by the Office of the Attorney General (OAG). This report captures, on a statewide basis, information regarding the number of IV-D case filings with service on all necessary parties, the number of those cases disposed within a 12 month period, and the percentages of the disposed cases.
Method of Calculation:	To calculate the timely disposition rate on a statewide basis: (1) add the total number of cases disposed within one year from date of service (disposed timely) in all counties and divide by the sum of (1) the number of cases disposed within 12 months in all counties, plus (2) the number of cases disposed over 12 months in all counties, plus (3) the number of cases pending over 12 months in all counties.
Data Limitations:	There are several variables external to the operations of OCA and the IV-D program that can delay or increase the speed at which IV-D cases are disposed.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

C.1. CERTIFY QUALIFIED INDIVIDUALS AND BUSINESSES

Performance Measure	Percentage of Complaints Resulting in Disciplinary Action
Short Definition	Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.
Purpose/Importance	The measure is intended to show the results of disciplinary action by the certification commission for which OCA provides administrative support, dispensed in proportion to the total number of complaints resolved, including the voluntary surrender of a certification, registration, or license and complaint withdrawal. It is important that both the public and licensees have an expectation that the commission will work to ensure fair and effective enforcement of the law and rules. This measure seeks to indicate the commission’s responsiveness to this expectation.
Source/Collection of Data	All complaints resolved during the reporting period are counted manually, based on complaint information maintained by commission staff. The term “resolved” includes all complaints where final action is taken, as follows: <ul style="list-style-type: none"> 1) formal hearings or other action taken by the commission – to include dismissals or disciplinary action; 2) administrative dismissals (staff-dismisses complaints & reports to the commission); and 3) other (e.g, voluntary surrender of certification, registration, or license, complaints withdrawn).
Method of Calculation	The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes refusal to renew, reprimand, suspension, probation, revocation, and/or administrative penalties on which the commission has acted. Complaints filed against guardians, process servers, court reporters, court reporting firms, and court interpreters are counted.
Data Limitations	There are no serious data limitations associated with this measure.
Calculation Type:	N
New Measure:	N
Desired Performance:	Lower than target

C.1. CERTIFY QUALIFIED INDIVIDUALS AND BUSINESSES

Performance Measure:	Percent of Licensees with no Recent Violations
Short Definition:	The percent of the total number of certified and licensed individuals and the total number of registered businesses at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).
Purpose/Importance:	Certifying and licensing individuals and registering businesses helps ensure that practitioners meet legal standards for professional education and practice. This measure is important because it indicates how effectively the commission's activities deter violations of professional standards established by statute and rule.
Source/Collection of Data:	Data for this measure is stored in the electronic complaint log maintained by commission staff.
Method of Calculation:	The total number of individuals and businesses currently certified, registered, and licensed by the certification commission who have not incurred a violation within the current and preceding two years (numerator) is divided by the total number of individuals and businesses currently certified, registered, and licensed by the commission (denominator). The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.
Data Limitations:	There are no serious data limitations associated with this measure.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

C.1. CERTIFY QUALIFIED INDIVIDUALS AND BUSINESSES

Performance Measure:	Percent of Court Reporting Licensees Who Renew Online
Short Definition:	The percentage of licensee and business renewal applications that were processed online during the reporting period.
Purpose/Importance:	This measures the volume of licensees and businesses in the court reporting profession using the Texas.gov service for renewal purposes.
Source/Collection of Data:	Data for this measure is stored in an electronic database maintained by commission staff.
Method of Calculation:	The total number of court reporter certifications and court reporting firm registrations that are renewed online is divided by the total number of renewals issued during the quarter. This number is then multiplied by 100 to achieve a percentage.
Data Limitations:	There are no serious data limitations associated with this measure.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

A.1.1. COURT ADMINISTRATION

Performance Measure:	Number of New and Updated OCA Publications
Short Definition:	This is the measure of the number of publications that are published and/or updated by OCA staff during the reporting period. An OCA publication is intended to provide information to a general audience among either specific groups of OCA's customers and/or OCA's entire customer base.
Purpose/Importance:	The measure is intended to demonstrate OCA's level of publication activity.
Source/Collection of Data:	The source of the data is the internal list of publications. OCA's customers include judges, clerks, legislators, the Texas Judicial Council, the Judicial Committee on Information Technology, other judicial boards and commissions, and the public. This measure is cumulative.
Method of Calculation:	The number of new and updated OCA publications is manually counted.
Data Limitations:	The variance in size and/or complexity of the publications and updates is not accounted for in the measure.
Calculation Type:	C
New Measure:	N
Desired Performance:	Higher than target

A.1.1. COURT ADMINISTRATION

Performance Measure:	Number of New Monthly Court Activity Reports Processed
Short Definition:	The measure indicates the number of new monthly court activity reports processed during the reporting period. The monthly court activity reports are the Official Monthly Reports for the courts of appeals, and the district, statutory county, constitutional county, justice, and municipal courts.
Purpose/Importance:	The measure indicates the high volume of new monthly court activity reports processed by OCA. OCA staff must monitor these reports to ensure they are complete and timely. These reports are used to produce statutorily-required publications and to provide statutorily required and other information about the performance of the state’s courts to the Legislature and other interested parties.
Source/Collection of Data:	For the district, statutory county, constitutional county, justice, and municipal courts, the number of monthly activity reports entered into the court activity reporting database is determined by running a query from the database that counts the number of original reports received from each reporting entity during the reporting period. The number of courts of appeals reports is determined by counting the number of new reports entered into a Court of Appeals Monthly Report spreadsheet during the period. For purposes of tracking this measure, the period is defined as the fiscal quarter and the fiscal year. This a cumulative measure.
Method of Calculation:	The new district, statutory county, constitutional county, justice and municipal court reports entered into the court activity reporting database are counted at the end of the reporting period. The new court of appeals reports entered into the monthly report spreadsheet are counted. The two numbers are then added together. The total does not include revised or updated reports.
Data Limitations:	There are no serious data limitations associated with this measure.
Calculation Type:	C
New Measure:	Y
Desired Performance:	Higher than target

A.1.2. INFORMATION TECHNOLOGY

Performance Measure:	Percent of Service Requests Resolved Within Established Agency Service Performance Requirements
Short Definition:	This is the percent of service requests resolved by OCA technology staff within the agency's established service performance requirements. Service requests are reported by OCA customers, including court personnel and other local government officials and employees, and the public. Service requests typically include requests for assistance to resolve problems with the infrastructure or applications provided by OCA. These service requests do not include requests to enhance the OCA infrastructure or applications.
Purpose/Importance:	This measure is intended to determine OCA's level of accomplishment in providing effective service to its customers by resolving problems within established service performance requirements.
Source/Collection of Data:	The OCA technology staff enter customer service request information into OCA's tracking system as each request is received and worked. The information captured in the tracking system includes a description of the request, the type of request, the resolution of the request, and the start and end date/time of the request.
Method of Calculation:	The service performance requirements are entered into OCA's tracking system. The tracking system produces a report that provides the percentage of service requests that were resolved within the service performance requirements.
Data Limitations:	Customers of OCA must follow established methods of requesting assistance. The accuracy of recorded information in the tracking system depends on the data entry by, and judgment of, professional staff in describing the original service request and the resolution of the service request.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

A.1.3. EQUALIZATION OF THE COURTS OF APPEALS DOCKET

Performance Measure:	Equalization Between Courts Achieved by the Transfer of Cases
Short Definition:	This measure indicates the degree of equalization achieved among the courts of appeals through the transfer of cases.
Purpose/Importance:	The measure is intended to determine a level of equalization achieved among the courts of appeals through the transfer of cases.
Source/Collection of Data:	The source of the data is the Official Docket Activity Report for the Fourteen Courts of Appeals of the State of Texas for the reporting period. This is a non-cumulative measure.
Method of Calculation:	<p>Using the Official Docket Activity Report, calculate as follows:</p> <ol style="list-style-type: none"> 1. For each court, calculate the average number of new cases filed per justice, excluding transfers. 2. Calculate the statewide average number of new cases filed per justice, excluding transfers. 3. For each court, calculate the average number of new cases filed per justice, including transfers. 4. Calculate the statewide average number of new cases filed per justice, including transfers. 5. For each court, subtract the statewide average number of new cases filed per justice, including transfers (calculated in step 4) from the court's average number of new cases filed per justice, including transfers (calculated in step 3). 6. Add the absolute values of the amounts calculated in step 5. Divide the total by the number of courts (14). 7. Subtract the overall average difference calculated in step 6 from the statewide average number of new cases filed per justice, excluding transfers (calculated in step 2). Divide the result by the overall average number of new cases filed per justice, excluding transfers (calculated in step 2) and multiply by 100 to obtain a percentage.
Data Limitations:	The OCA has no direct control over the transfer of cases, since these are primarily under the jurisdiction of the Supreme Court of Texas.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

A.1.3. EQUALIZATION OF THE COURTS OF APPEALS DOCKET

Performance Measure:	Number of Cases Transferred by the Supreme Court
Short Definition:	This is a measure of the number of cases transferred among the courts of appeals by order of the supreme court, but does not necessarily correlate to the number of transferred cases heard and disposed of.
Purpose/Importance:	The measure is intended to assist in determining the level of equalization achieved among the courts of appeals through the transfer of cases by reflecting the actual number of cases transferred by the supreme court on a quarterly and annual basis.
Source/Collection of Data:	The source of the data is the "Official Docket Activity Report for the Fourteen Courts of Appeals of the State of Texas" for the fiscal year ending August 31st. This is a cumulative measure.
Method of Calculation:	This measure is determined by a manual count of the number of cases transferred by order of the supreme court.
Data Limitations:	The number of cases transferred is within the sole discretion of the supreme court and is largely dependent on the amount of appropriations provided by the legislature for travel expenses of the judges for this purpose.
Calculation Type:	C
New Measure:	N
Desired Performance:	Higher than target

B.1.2. CHILD PROTECTION COURTS PROGRAM

Performance Measure:	Number of Hearings
Short Definition:	This is the number of hearings conducted during the reporting period by all the Specialty Child Protection Courts. Specialty Child Protection Courts are those courts created under Section 201.201 of the Texas Family Code and managed by the Office of Court Administration.
Purpose/Importance:	The Specialty Child Protection Courts in Texas were created to assist trial courts in managing their foster care/child abuse and neglect dockets. The judges assigned to these dockets hear child abuse and neglect cases exclusively. Therefore, children can be placed in permanent care more quickly and the quality of placement decisions should be higher. This measure shows the number of hearings conducted by these specialized courts.
Source/Collection of Data:	The source of data is the automated case management program developed for the OCA specialty court programs.
Method of Calculation:	The automated case management program will generate a report documenting the total number of hearings held during the reporting period.
Data Limitations:	This measure does not take into account the length of time required for each hearing.
Calculation Type:	C
New Measure:	N
Desired Performance:	Higher than target

B.1.2. CHILD PROTECTION COURTS PROGRAM

Performance Measure:	Number of Children Who Have Received a Final Order
Short Definition:	This is the number of children who have received a final placement decision or other final order in all the Specialty Child Protection Courts during the reporting period. Specialty Child Protection Courts are those courts created under Section 201.201 of the Texas Family Code and managed by the Office of Court Administration.
Purpose/Importance:	The Specialty Child Protection Courts in Texas were created to assist trial courts in managing their foster care/child abuse and neglect dockets. The judges assigned to these dockets hear child abuse and neglect cases exclusively. Therefore, children can be placed in permanent care more quickly and the quality of placement decisions should be higher. This measure shows the number of children who have received a final order from these specialized courts during the reporting period.
Source/Collection of Data:	The source of data is the automated case management program developed for the OCA specialty court programs.
Method of Calculation:	The automated case management system will generate a report documenting the total number of children who have received a final placement decision or other final order. Cases with multiple children may result in a placement or other final order for each child at different times. The case is not disposed of until the final child has received a placement or other final order. Each child will be counted at the time a final order regarding that child is issued, regardless of the status of the pending case.
Data Limitations:	The data does not reflect the amount of time or number of hearings conducted in reaching a final order for each child. Nor does it reflect the time spent on children who have not yet received a final order.
Calculation Type:	C
New Measure:	N
Desired Performance:	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Number of New Licenses Issued
Short Definition:	The number of licenses issued to previously unlicensed individuals and businesses during the reporting period.
Purpose/Importance:	This measure indicates the number of new individuals and businesses entering and re-entering the profession.
Source/Collection of Data:	Commission staff manually counts those individuals and businesses who successfully completed the application process and the exam, if applicable, and are thereby certified, registered, or licensed by staff. Court reporter certifications are not issued by staff until the names of individuals eligible to be certified as court reporters are submitted to the Supreme Court for approval. The source of data is OCA's licensing software application and the list of names approved by the Supreme Court of individuals eligible to be certified as court reporters that is maintained by staff.
Method of Calculation:	This measure counts the total number of certifications, registrations, and licenses issued during the reporting period to previously unlicensed individuals and businesses, and those individuals and businesses re-entering the profession whose certification, registration, or license has expired.
Data Limitations:	New licenses issued are dependent on the number of individuals and businesses who apply for licensure and if applicable to the profession, take and pass the required exam.
Calculation Type:	C
New Measure:	Y
Desired Performance:	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Number of Licenses Renewed
Short Definition:	The number of licensed individuals and businesses who held licenses previously and renewed their license during the current reporting period.
Purpose/Importance:	License renewal is intended to ensure that individuals and businesses who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that are issued during the reporting period to individuals and businesses who currently hold a valid license or a license that has been expired for less than a year.
Source/Collection of Data:	The source of data is OCA's licensing software application.
Method of Calculation:	The measure is calculated by querying the licensing software application to produce the total number of certifications, registrations, and licenses issued during the reporting period to individuals and businesses with a current, valid certification, registration, or license and individuals and businesses whose certification, registration, or license has been expired for less than a year.
Data Limitations:	The number of licenses renewed is dependent on the need or desire of individuals and businesses to continue to practice in the profession.
Calculation Type:	C
New Measure:	Y
Desired Performance:	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Number of Complaints Resolved
Short Definition:	The total number of jurisdictional complaints resolved during the reporting period.
Purpose/Importance:	The measure shows the workload associated with resolving complaints within the governing jurisdiction of the commission.
Source/Collection of Data:	The number of jurisdictional complaints resolved is tracked electronically by commission staff.
Method of Calculation:	The jurisdictional complaints resolved during the reporting period, including those that resulted in either dismissal or disciplinary action are counted.
Data Limitations:	There are no serious data limitations associated with this measure.
Calculation Type:	C
New Measure:	Y
Desired Performance:	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Average Time (Days) for Complaint Resolution
Short Definition:	The average length of time to resolve a complaint for all jurisdictional complaints resolved during the reporting period.
Purpose/Importance:	The measure shows the commission's efficiency in resolving jurisdictional complaints.
Source/Collection of Data:	The number of jurisdictional complaints resolved is tracked electronically by commission staff.
Method of Calculation:	The total number of calendar days for all jurisdictional complaints resolved that elapsed from receipt of the complaint to the date on which final action was taken by the commission or staff (numerator) is divided by the total number of jurisdictional complaints resolved during the reporting period (denominator).
Data Limitations:	Action on jurisdictional complaints is taken by the commission at meetings held periodically throughout the year. The frequency of meetings and continuances can impact the average time taken to resolve a complaint.
Calculation Type:	N
New Measure:	Y
Desired Performance:	Lower than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Total Number of Licenses
Short Definition:	Total number of licenses at the end of the reporting period.
Purpose/Importance:	The measure indicates the total number of licenses that are active.
Source/Collection of Data:	The total number of licenses are extracted from OCA's licensing software application maintained by commission staff.
Method of Calculation:	The names and/or identification numbers of all certified and licensed individuals and registered businesses are counted. Individuals or businesses whose certification, registration, or license has been revoked, surrendered, or expired are not included in the calculation for this measure. The list is printed and maintained for each reporting period.
Data Limitations:	There are no serious data limitations associated with this measure.
Calculation Type:	N
New Measure:	Y
Desired Performance:	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure:	Number of Jurisdictional Complaints Received
Short Definition:	The total number of complaints received during the reporting period that are within the commission's jurisdiction of statutory responsibility.
Purpose/Importance:	The measure is one indicator of the commission's workload.
Source/Collection of Data:	The number of jurisdictional complaints received is tracked on an electronic complaint log maintained by commission staff.
Method of Calculation:	The commission tracks complaints both in its jurisdiction and outside of it; however, only the complaints filed against guardians, process servers, court reporters, court reporting firms, and court interpreters that are relative to its jurisdiction/statutory responsibility are counted, and included in this calculation.
Data Limitations:	The agency does not control the number of cases the public may file.
Calculation Type:	C
New Measure:	Y
Desired Performance:	Lower than target

D.1.1. TEXAS INDIGENT DEFENSE COMMISSION

Performance Measure:	Number of monitoring visits, technical support visits, and trainings conducted.
Short Definition:	This measure tracks the total number of fiscal and policy monitoring visits, number of technical support visits, and number of trainings conducted by Commission staff each year.
Purpose/Importance:	Under Texas Government Code Sec. 79.037, the Commission is required to “provide technical support to (A) assist counties in improving their indigent defense systems; and (B) promote compliance by counties with the requirements of state law relating to indigent defense.” The same section requires the Commission to “monitor each county that receives a grant and enforce compliance by the county with the conditions of the grant.” This is an important measure of the level of service the Commission is providing to assist counties in meeting the requirements of indigent defense laws and monitoring their compliance with the laws and grant requirements.
Source/Collection of Data:	The Commission maintains an online data system into which all staff members enter information related to monitoring visits, technical support visits and trainings conducted. This includes county visited, date(s), and purpose of visit. Training information includes program name, audience characteristics, and approximate number of attendees.
Method of Calculation:	The number of monitoring visits, technical support visits, and trainings conducted will be totaled for the state at the end of the fiscal year.
Data Limitations:	There are no significant data limitations associated with this measure.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

D.1.1. TEXAS INDIGENT DEFENSE COMMISSION

Performance Measure:	Percent of Counties Receiving State Funds for Indigent Defense.
Short Definition:	This measure indicates the percent of counties receiving state funds to increase legal services to indigent defendants and a county's demonstrated commitment to compliance with requirements of state law related to indigent defense pursuant to Texas Government Code Sec. 79.037 (b).
Purpose/Importance:	The Texas Fair Defense Act of 2001 provides structure and guidance to local officials carrying out constitutional responsibilities to ensure that all defendants have access to counsel. The legislation also appropriated state funds to assist counties in providing indigent defense services and created the Task Force on Indigent Defense to distribute these funds to counties and monitor each county that receives a grant. The Task Force was renamed the Texas Indigent Defense Commission (Commission) in 2011. This measure indicates the percent of counties receiving state funding.
Source/Collection of Data:	Grant applications are tracked and counted as they are received. This information is maintained in an automated database that captures this and other data associated with the Texas Fair Defense Act of 2001.
Method of Calculation:	The number of counties approved by the Commission for funding is divided by the total number of counties in Texas (254).
Data Limitations:	The Commission cannot control the number of counties who apply or qualify for funding under the Indigent Defense program.
Calculation Type:	N
New Measure:	N
Desired Performance:	Higher than target

APPENDIX D—WORKFORCE PLAN

AGENCY OVERVIEW

The Office of Court Administration (OCA) provides resources and information for the efficient administration of the Judicial Branch of Texas. The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas.

OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the Judicial Branch. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas Judicial system.

OCA provides personnel and resources to support the:

- Texas Judicial Council
- Judicial Committee on Information Technology
- Conference of Regional Judge/State Board of Regional Judges for Title IV-D Account
- Council of Regional Presiding Judges
- Texas Indigent Defense Commission
- Judicial Branch Certification Commission
- Council of Chief Justices
- Judicial Districts Board
- Judicial Compensation Commission
- State Prosecuting Attorney
- State Law Library
- Judicial Conduct Commission
- Office of Capital Writs

OCA serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs. The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

OCA is also tasked with various administrative services including accounting, human resources, and payroll for the State Prosecuting Attorney's office.

During the 83rd Legislative Session OCA was approved funding to restore positions and provide additional positions, including new Specialty Courts, to accomplish the agency mission and goals.

In FY 2014 and FY2015, OCA was authorized 223.6 FTEs, which includes a grant from NICS Act Record Improvement Program that provides a full-time Protective Order Resource Attorney position.

CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

CRITICAL WORKFORCE COMPETENCIES

OCA employs staff primarily in six occupational categories: legal, planning/research/statistics, information technology, accounting/finance/auditing, administrative support, and human resources. For each occupational discipline, five broadly-defined competency clusters have been identified that include the critical employee competencies required for OCA to accomplish its mission. The competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

CORE COMPETENCIES

Analyze Information

Write effectively

Use computer information systems

Interpret written information

Maintain confidentiality

PROGRAM PLANNING/EVALUATION COMPETENCIES

Design programs/special projects

Research information

Implement programs

Evaluate program effectiveness

Determine delivery strategies

Audit compliance

ADMINISTRATIVE/MANAGERIAL COMPETENCIES

Provide leadership

Develop internal policies

Design reports

Identify programmatic issues

Manage change

FISCAL MANAGEMENT COMPETENCIES

Develop department budgets

Evaluate costs

Monitor for fiscal compliance

Manage contracts

Develop internal controls

PUBLIC RELATIONS/MARKETING COMPETENCIES

Identify stakeholders

Build partnerships

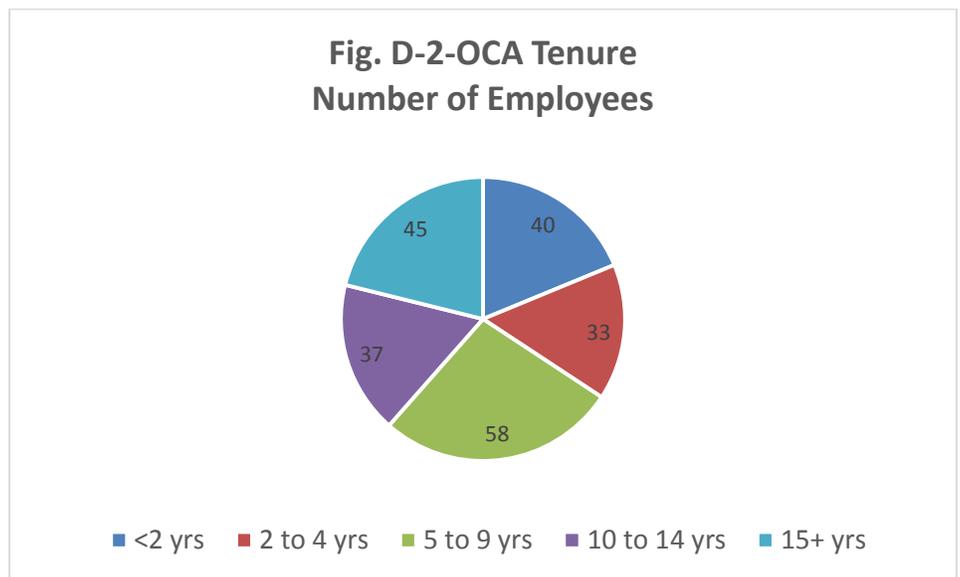
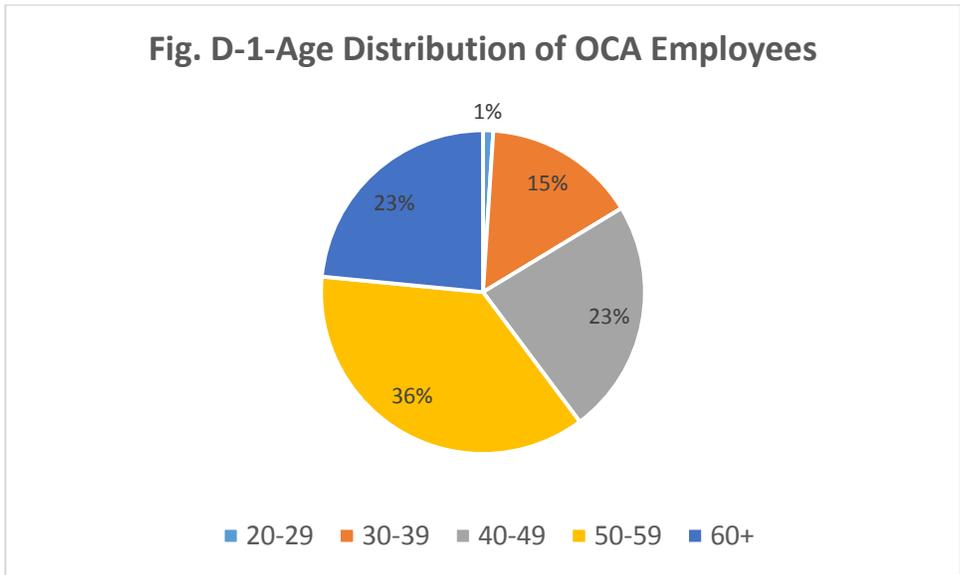
Market services

Assess stakeholder needs

Communication

WORKFORCE DEMOGRAPHICS

As of March 31, 2014, OCA had 213 employees on the payroll: 127 located throughout the state and 86 at its headquarters office in Austin. OCA’s workforce is 66 percent female and 34 percent male. The average age of OCA employees is 51 years; 84 percent of employees are age of 40 and above. **Figure D-1** shows the age distribution of OCA employees, and **Figure D-2** provides data on OCA employee tenure. The average length of agency service is approximately 8 years.



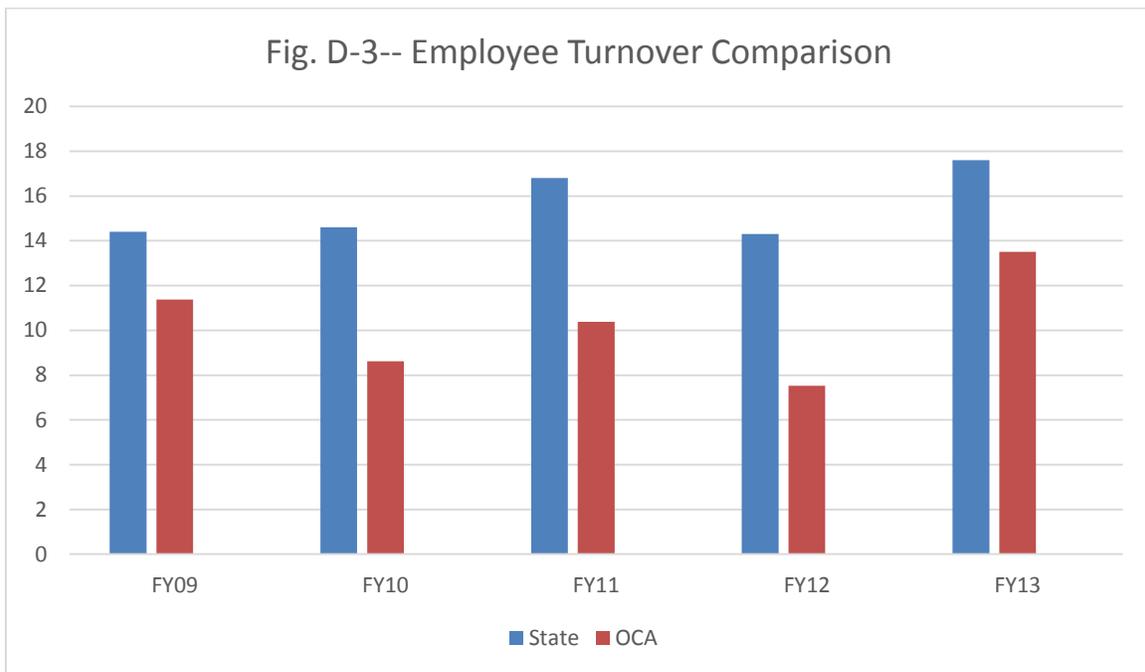
OCA’s diverse workforce compares favorably to statewide averages in several categories, as **Table D-1** shows.

TABLE D-1—OCA WORKFORCE DIVERSITY STATISTICS				
Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	8.99%	-0-	-0-
	Professional	11.33%	9.55%	17
	Technical	14.16%	-0-	-0-
	Admin Support	13.57%	41.66%	5
	Paraprofessional	14.68%	-0-	-0-
	Total African-American			22
Hispanic	Officials/Administrators	19.50%	14.28%	1
	Professional	17.40%	30.89%	55
	Technical	21.36%	10.00%	1
	Admin Support	30.53%	33.33%	4
	Paraprofessional	48.18%	50.00%	1
	Total Hispanic			62
Female	Officials/Administrators	39.34%	42.85%	3
	Professional	59.14%	66.29%	118
	Technical	41.47%	50.00%	5
	Admin. Support	65.62%	83.33%	10
	Paraprofessional	40.79%	100.00%	2
	Total Female			138
Other Races	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	1.68%	3
	Technical	-0-	40.00%	4
	Admin. Support	-0-	-0-	-0-
	Paraprofessional	-0-	-0-	-0-
	Total Other Races			7

Data for statewide workforce came from information provided by the Civil Rights Division of the Texas Workforce Commission in the EEO and Minority Practices Report, January 2013.

EMPLOYEE TURNOVER

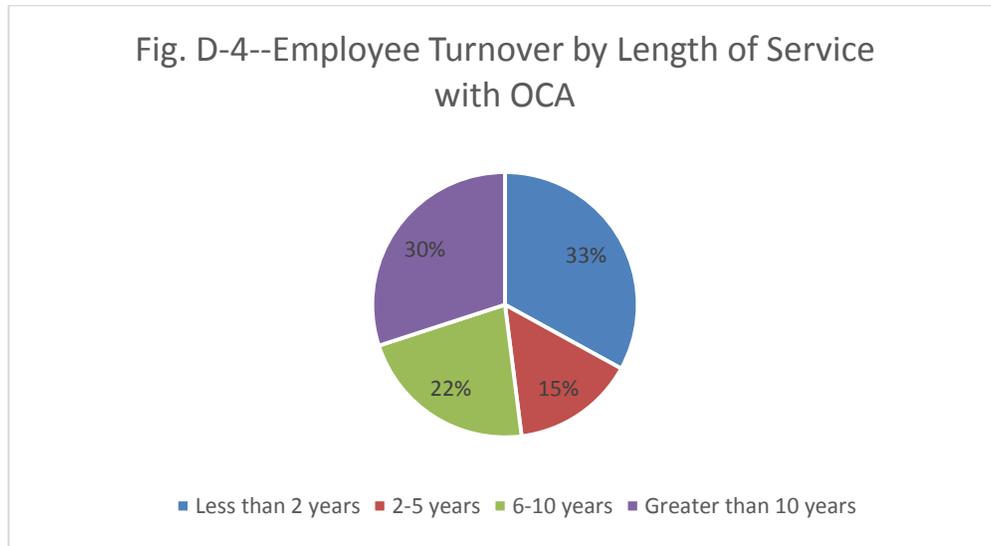
The agency's average turnover from FY 2009 to FY 2013 is approximately 10.3 percent; significantly below the state average of 16.1 percent for the same period. **Figure D-3** compares OCA's turnover rate with the statewide rate for the last five years. Turnover at OCA during this period included seventeen retirements, fourteen interagency transfers, and sixty-one resignations. Other than retirement the primary reasons given for voluntary employee resignations included the lack of opportunities for upward mobility and higher salaries in the private sector.



The number of employee retirements and resignations increased in FY13. With approximately 30 percent of our current workforce eligible to retire within the next two years, OCA must continue to support knowledge transfer and cross-training of all employees and be able to attract and retain employees with the requisite experience and skill sets needed to continue providing exceptional support to the courts.

TURNOVER BY LENGTH OF SERVICE

Figure D-4



D. RETIREMENT ELIGIBILITY

The potential loss of employees due to retirement remains a concern. As of April 30, 2014, OCA has nine rehired retirees. Six of the rehired retirees were with other state agencies before retiring and had expertise in programs administered by OCA. In addition, 35 employees are eligible to retire at any time. There are another fourteen employees eligible for retirement in less than two years and thirty-eight eligible within the next two to five years (see **Table D-2**). While the majority of these potential retirees are Child Support judges and coordinators, eight are members of the OCA management team and ten are members of our Information Technology program. The average agency service tenure is eight years. OCA management continues to encourage and support effective training and development programs that capture institutional knowledge and expertise of experienced employees, while creating incentives and challenges for new employees.

TABLE D-2—PROJECTED RETIREMENT ELIGIBILITY	
Eligibility	Number of Personnel
Anytime	44
Less than 2 years	14
2 years	5
3 years	9
4 years	12
5 years	12

FUTURE WORK FORCE PROFILE

DEMAND ANALYSIS

The business functions, activities, and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas. This is particularly true in Certification, the Specialty Courts, the Collections Improvement Program, Judicial Information, Information Services, Research and Court Services, and Indigent Defense.

Increases in the population correlate with an increase in services and require continual improvements in efficiency. The rapid pace of technological advancement poses challenges to keep systems up to date and staff skilled in using and maintaining them. Our high retirement-eligible percentage is of concern as we face losing critical skills and experience in our workforce. Compensation continues to be an integral factor in retaining and recruiting skilled employees, especially in a competitive job market. OCA will need to be flexible as we face seen and unforeseen changes in the future work environment.

FUTURE WORKFORCE CHALLENGES AND OPPORTUNITIES

OCA is making every effort to elevate and innovate its processes and practices to continue effectively meeting the needs of the Judiciary and the citizens. This is a daunting task considering OCA is authorized only 223 employees to serve approximately 13,000 customers within the Judicial Branch, as well as a growing population of approximately 26 million Texans. OCA will be challenged to retain and recruit qualified employees in a competitive job market without competitive salaries, and increases in the cost of benefits and retirement contributions.

ANTICIPATED INCREASE/DECREASE IN NUMBER OF EMPLOYEES

The growing population in the state has resulted in an increase in the number of citizens OCA serves. This trend is evident in the increased volume and diversity of information collected by research and court services personnel, the increased number of certifications processed by certification staff, and additional counties participating in the collections improvement program. There is also an increased need within the child support and child protection courts to serve the children of Texas. Increased processing of any service OCA provides also creates a greater need for OCA to maintain the various associated computer programs. In addition to increasing program staff to meet the growing needs of our external customers, OCA must also provide internal services to our employees which includes work space.

As **Table D-3** shows, OCA is requesting eight additional FTEs for court administration, two FTEs for IT, and eight FTEs for four new Child Protection Courts.

TABLE D-3—OCA STAFFING REQUESTS			
Strategy	Authorized FTEs	Number Anticipated/ Needed	Increase/ Decrease
Court Administration	48.5	56.5	+8
Information Technology	26.6	28.6	+2
Administrative Regions	1	1	0
Certification	9	9	0
Indigent Defense	11	11	0
Child Support Courts	88.5	88.5	0
Child Protection Courts	39	47	+8
Total	223.6	241.6	+18

Future Workforce Skills Needed

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive, and legislative branches of state government. The following eight critical competencies and skills play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Focus on customer service
- Enhance communication with internal and external customers
- Identify programmatic issues
- Market programs and services
- Manage change
- Understand political constraints

GAP ANALYSIS

ANTICIPATED SURPLUS OR SHORTAGE OF WORKERS OR SKILLS

The agency has identified the following issues:

1. OCA anticipates a higher percentage of turnover among employees in key positions as they become eligible for retirement, with 30 percent of the current workforce eligible within the next two years. Knowledge transfer and succession planning is critical to continued operations, as is the ability to attract, hire, and retain employees with the necessary specialized skills.
2. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, current employees meet or exceed the proficiencies required for current and future demands.

GOAL TO ADDRESS WORKFORCE COMPETENCY GAPS

While OCA did not identify specific gaps in current workforce skills and competencies, **Table D-4** identifies the agency's plan for maintaining an efficient workforce.

TABLE D-4—PLAN FOR MAINTAINING AN EFFICIENT WORKFORCE	
GOAL	Continue to develop and retain a technically competent, knowledgeable and diverse workforce.
RATIONALE	Competitive salaries and benefits continue to be critical elements of the agency's ability to recruit and retain an effective workforce. Other incentives include: professional development, cross-training, flexible work hours, and telecommuting.
ACTION PLAN	Continue to communicate with employees about overall agency performance and how their individual contributions make a difference to OCA's ongoing mission to provide resources and information for the efficient administration of the judicial branch.