

STRATEGIC PLAN

FISCAL YEARS 2017-2021

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



OFFICE OF COURT ADMINISTRATION
DAVID SLAYTON
ADMINISTRATIVE DIRECTOR
JUNE 24, 2016

CONTENTS

AGENCY MISSION	1
AGENCY OPERATIONAL GOALS AND ACTIONS PLANS.....	2
REDUNDANCIES AND IMPEDIMENTS.....	14
SCHEDULE A: BUDGET STRUCTURE – AGENCY GOALS.....	15
SCHEDULE A: BUDGET STRUCTURE – OBJECTIVES AND OUTCOME MEASURES.....	16
SCHEDULE A: BUDGET STRUCTURE – STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES	17
SCHEDULE B: LIST OF MEASURE DEFINITIONS	19
SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN.....	40
SCHEDULE F: AGENCY WORKFORCE PLAN	42
SCHEDULE G: REPORT ON CUSTOMER SERVICE SUBMITTED SEPARATELY AND AVAILABLE AT http://www.txcourts.gov/media/676149/report-on-customer-service_fy-2016_final.pdf .	
SCHEDULE D, E, AND H: NOT APPLICABLE	

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; technology solutions for electronic filing and judicial case management tools; language access services; and funding and standards for indigent defense services;
- For appellate courts and the judicial branch agencies—information technology solutions and fiscal consultation;
- For judicial branch regulatory and policymaking bodies—staffing and support; and
- For children’s 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 Branch website;
- 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 OPERATIONAL GOALS AND ACTIONS PLANS

OPERATIONAL GOAL 1

Sustain Core Agency Functions

SPECIFIC ACTION ITEMS TO ACHIEVE OPERATIONAL GOAL

- | | |
|---|----------------|
| A. Secure resources sufficient to enable OCA to accomplish its statutory mission in a manner consistent with core values and agency philosophy. | |
| i. Recruit, develop, and retain highly competent staff while defining future workforce requirements. | |
| a. Obtain sufficient funding to offer competitive salaries to attract and retain highly competent staff. | September 2017 |
| b. Increase professional development opportunities for staff to increase their competency. | September 2018 |
| c. Specifically recruit and retain veterans for open positions to meet agency goal of 20 percent of all agency employees. | August 2021 |
| ii. Identify future workforce challenges, and develop programs and special initiatives that will enable OCA to remain an employer of choice while enabling employees to strive to reach their full potential. | September 2018 |
| iii. Analyze and facilitate the implementation of organizational changes and business practices that make effective use of limited staff. | September 2019 |
| iv. Evaluate current and future space needs, and implement space usage changes and practices to make better use of available space. | September 2018 |
| B. Improve quality of data through implementation of new statistical reporting system. | August 2019 |
| C. Deliver strong research to inform court practice. | Annually |

ALIGNMENT WITH STATEWIDE OBJECTIVES

- *Accountable to tax and fee payers of Texas.*
 - Goal 1.B. will enable OCA to present accurate data that can be used to analyze the efficiency and effectiveness of the courts.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision that is redundant or not cost-effective.*
 - Goal 1.A.iii. will enable OCA to ensure that taxpayer funds for staffing are being used most effectively without redundancy.
 - Goal 1.C. will enable OCA to identify research-based best practices for courts that will promote efficient and effective practices.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.*
 - Goal 1 will enable OCA to fulfill its core statutory functions, achieve performance

measures, and implement plans to continuously improve.

- *Providing excellent customer service.*
 - Goal 1.A. will enable OCA to provide excellent customer service by having competent employees.
- *Transparent such that agency actions can be understood by any Texan.*
 - Goal 1.B. will enable OCA to provide statistical information on the courts in a way that can be better understood by any Texan.

OTHER CONSIDERATIONS RELEVANT TO GOAL OR ACTION ITEM

- Chapter 72 of the Texas Government Code details the statutory mission of OCA and includes:
 - Staffing for the efficient operation of the Texas Judicial Council (§72.022);
 - Consultation and assistance to justices, judges, clerks, court administrators, court coordinators, and other court officers and employees in discharging their duties (§72.023);
 - Examine the dockets, practices, and procedures of the courts and the administrative and business methods or systems used by clerks or in an office serving a court and make recommendations for their improvement (§72.024);
 - Continuously study the organization, rules, procedures and practice, work accomplished, results, and uniformity of the discretionary powers of the state courts and methods for their improvement (§71.031);
 - Design methods for simplifying judicial procedure, expediting the transaction of judicial business, and correcting faults in or improving the administration of justice (§71.033);
 - Gather judicial statistics and other pertinent information from the judges and other court officials in the state (§71.035);
 - Collect and publish a performance report of information regarding the efficiency of the courts of this state (§72.082);
 - Prepare annual reports of the activities of OCA and the Judicial Council (§72.025);
 - Implement rules of administration or other rules adopted by the Supreme Court for the efficient administration of justice (§72.026);
 - Oversee the regulatory programs assigned to OCA, including court reporters, process servers, language interpreters, and private professional guardians (§72.014);
 - Provide technology equipment and services for the appellate courts, Judicial Branch Certification Commission, State Law Library, State Prosecuting Attorney, State Commission on Judicial Conduct, and the Office of Capital and Forensic Writs (2016-2017 General Appropriations Act, OCA Rider No. 4);
 - Provide technology services for the trial courts, including operation of the statewide electronic filing system (2016-2017 General Appropriations Act, OCA Rider No. 3 and §72.031); and
 - Provide administrative support for the Texas Indigent Defense Commission, Judicial Branch Certification Commission, Judicial Districts Board, Judicial Compensation Commission, Conference of Regional Presiding Judges, State Board of Regional judges for Title IV-D Account, and Judicial Committee on Information Technology (various statutes).
- OCA's agency philosophy is: "Our office strives to exemplify the highest standards of ethical and professional conduct. We advocate for and practice efficiency and collaboration, and we

provide prompt, courteous, and competent service.”

- OCA has 239.6 authorized full-time equivalent positions, 85.55 of which are headquartered in the Tom C. Clark Building, 10 in the Price Daniels Building, and the remainder across the state.
- OCA utilizes 12,189 square feet within the Tom C. Clark Building, including all halls and common areas, for an average of 142.15 square feet per full-time employee.
- Nearly half of OCA employees are paid salaries that are on average below the average state employee salary for similar job classifications. Eighty-eight percent of OCA employees were paid below the mid-point of the salary range for the position during 2014.
- OCA’s overall turnover rate for FY 15 was 10.7 percent, but turnover for headquarters staff was 16.4 percent. Field staff turnover was 7.3 percent.
- Thirty-three percent of OCA employees will be eligible to retire during the upcoming biennium.
- Turnover for OCA employees, excluding children’s court staff, has generally been near or above the statewide average turnover rate since 2011.
- The average time to fill OCA open positions has increased significantly in the past two years.
- Veterans currently make up 8.5 percent of OCA employees.

OPERATIONAL GOAL 2

Promote protection of individuals and assets in the courts' care

SPECIFIC ACTION ITEMS TO ACHIEVE OPERATIONAL GOAL

- | | | |
|--|----------------|--|
| A. Establish and operate Children's Courts efficiently and effectively to meet the needs of children in the need of the courts' care. | | |
| i. Evaluate and establish new child protection courts where the caseload justifies new courts. | September 2017 | |
| ii. Evaluate and establish new child support courts where the caseload justifies new courts. | September 2017 | |
| iii. Evaluate and adjust the use of existing judicial resources to relieve overburdened and congested children's courts. | September 2018 | |
| B. Ensure that individuals whose livelihood and assets are under guardianship are protected. | | |
| i. Expand guardianship compliance pilot program to ensure that guardianship compliance specialists are available in all counties without statutory probate courts. | September 2018 | |
| ii. Review all active guardianship case files to establish accurate active caseload and identify audit findings. | September 2020 | |
| iii. Establish technological solution to monitor statutory guardianship filings and enhance the audits of annual accounting filings. | January 2018 | |
| C. Ensure that individuals accessing the court system, judges, and court employees are well protected, and promote timely and thorough planning to ensure continuity of operations of key judicial branch functions. | | |
| i. Establish statewide coordinator position to provide support and best practice instruction to courts regarding court security and disaster recovery best practices. | January 2018 | |
| ii. Adopt best practices in court security and disaster recovery. | January 2019 | |
| iii. Provide training to local court and county officials regarding best practices in court security and disaster recovery. | January 2020 | |
| iv. Increase court planning for and response preparedness to natural disasters, terrorist attacks, pandemics, and other physical threats in an effective manner. | January 2021 | |

ALIGNMENT WITH STATEWIDE OBJECTIVES

- *Accountable to tax and fee payers of Texas.*
 - Goal 2.B. will enable OCA to ensure that courts overseeing significant assets of individuals under guardianship are properly protecting assets of those individuals.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision that is redundant or not cost-effective.*
 - Goal 2.A.iii. will enable OCA to ensure that taxpayer funds for staffing are being used most effectively without redundancy.
 - Goal 3.C.i. will enable OCA to ensure that courts are well prepared for security incidents and disasters without duplicating efforts of other emergency responders.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.*

- Goal 2.A. will enable OCA's Children's Courts to fulfill their core statutory functions, achieve performance measures, and implement plans to continuously improve.
- Goal 2.C. will enable OCA will to assist courts in continuously improving in their preparedness for security incidents and disasters.
- *Providing excellent customer service.*
 - Goal 2.B. will enable OCA to assist guardians and individuals under guardianship in complying with statutory requirements regarding guardianship reporting.
- *Transparent such that agency actions can be understood by any Texan.*
 - Goal 2.B. will enable OCA to provide transparency to the guardianship system that can be understood by any Texan.

OTHER CONSIDERATIONS RELEVANT TO GOAL OR ACTION ITEM

- OCA currently operates 24 child protection courts and 44 child support courts across Texas.
- OCA's child protection courts handle almost 40 percent of the child abuse and neglect cases filed in the state.
- OCA's child support courts handle almost half of the family law cases filed in the state.
- There were 12,092 child abuse and neglect cases filed in fiscal year 2015, up 13 percent in the last five years.
- Almost 20 additional judges would be necessary to have specialized child protection courts handling all child abuse and neglect filings.
- As of May 2016, there were 52,283 active guardianships in the state, 18,575 of which were in counties without statutory probate courts or resources to ensure compliance with statutory requirements.
- It is estimated that there is over \$2 billion under court protection in guardianship cases, with an estimated \$750 million in estates without adequate court resources to oversee compliance.
- 128 Counties have opted into a basic reciprocal alternate worksite plan, allowing the Presiding Judges of the Administrative Judicial Regions to coordinate the use of relocating court services to another county as part of disaster recovery.
- Planning and recovery from security incidents and disasters affecting the courts are locally developed and coordinated.
- A recent survey of Texas judges by OCA reveals significant gaps in security preparedness in the courts, with 38 percent of respondents indicating they have feared for their safety at work at least once in the past two years and 42 percent reporting fearing for their safety away from work.
- There is no statewide assistance available to local courts to assist in the planning and recovery efforts related to security incidents and disasters.

OPERATIONAL GOAL 3

Harness technology's full potential to meet the needs of court, court users and the public for information, service, and access to courts

SPECIFIC ACTION ITEMS TO ACHIEVE OPERATIONAL GOAL

- | | |
|---|----------------|
| A. Continue to build, oversee the development of, and maintain robust and flexible technology systems and applications that anticipate and respond to the judiciary's requirements for efficient communication, record-keeping, electronic case filing, case management, judicial case management tools, and administrative support. | |
| i. Deploy new technology for licensing and compliance of Judicial Branch Certification Commission regulated court professionals. | September 2017 |
| ii. Deploy new technology for accepting, storing and providing access to court activity statistical data. | September 2019 |
| iii. Deploy remote registered public access to court records technology solution. | September 2017 |
| iv. Deploy new electronic case filing system upon expiration of existing contract. | August 2021 |
| v. Deploy updated appellate case management system. | August 2021 |
| vi. Deploy new electronic citation filing and management tool for use by law enforcement, prosecutors and courts. | August 2021 |
| B. Continue to refine and update technology security practices to ensure the confidentiality, integrity, and availability of judiciary-related records and information. | September 2019 |
| C. Utilize technology to further the other goals in this strategic plan. | |
| i. Develop, oversee the development of, or refine technology to contain costs, effectively manage and allocate resources, improve the quality of data, improve the methods used to administer justice, strengthen judicial security, deliver training and remote access capabilities, provide access to the court for litigants and the public, and increase accountability and transparency. | August 2021 |
| D. Improve targeted recruitment, development, and retention efforts to recruit and retain highly competent technology staff, including addressing compensation issues with technology staff. | September 2018 |

ALIGNMENT WITH STATEWIDE OBJECTIVES

- *Accountable to tax and fee payers of Texas.*
 - Goals 3.A., 3.B., and 3.C. will enable OCA to provide technology resources that will increase accountability to tax and fee payers of Texas.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision that is redundant or not cost-effective.*
 - Goal 3.A. will enable OCA to develop technology resources that will increase efficiency to produce maximum results with no waste of taxpayer funds, reduce redundancy, and increase cost-effectiveness.
 - Goal 3.C. will enable OCA to utilize technology to increase efficiencies to ensure that taxpayer funds are being used most effectively without redundancy and in a cost-

effective manner.

- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.*
 - Since providing technology resources and services to the judiciary is a core function of OCA, Goal 3 will enable OCA to be effective in successfully fulfilling its core function, achieve its performance measures, and continuously improve.
- *Providing excellent customer service.*
 - Since providing technology resources and services to the judiciary is a core function of OCA, Goal 3 will enable OCA to provide excellent customer service.
- *Transparent such that agency actions can be understood by any Texan.*
 - Goals 3.A. and 3.C. will enable OCA to provide transparency to agency functions and the judiciary that can be understood by any Texan.

OTHER CONSIDERATIONS RELEVANT TO GOAL OR ACTION ITEM

- Pursuant to the 2016-2017 General Appropriations Act, OCA Rider No. 4, and other interagency agreements, OCA provides technology equipment and services to the 850 judges and staff of the appellate courts, Judicial Branch Certification Commission, State Board of Law Examiners, State Law Library, State Prosecuting Attorney, State Commission on Judicial Conduct, and the Office of Capital and Forensic Writs.
- Pursuant to the 2016-2017 General Appropriations Act, OCA Rider No. 3 and Government Code §72.031, OCA provides technology services for the trial courts, including operation of the statewide electronic filing system and basic judicial case management tools.
- The statewide electronic filing system, eFileTexas, has been operational since June 2013 and currently receives approximately 6 million documents filed annually.
- OCA has built, overseen the development of, or is maintaining the following operational specialized software applications:
 - Texas Appellate Management and eFiling System (TAMES);
 - TAMES Attorney Portal;
 - Child Protection Case Management System (CPCMS);
 - Child Support Case Management System (CSCMS);
 - Statewide Electronic Filing System (eFileTexas);
 - Statewide Court Document Access System (re:SearchTX);
 - Court Activity Reporting Database (CARD);
 - Licensing and Certification Database for Regulated Professionals;
 - Court Collections Data Reporting System;
 - Court Appointments and Fees Reporting System.
- OCA operates and maintains the data center, local area network, and wide-area network for the state-supported judiciary.
- OCA has 28 technology staff who are allocated to support OCA's technology function.
- 67 percent of OCA's technology staff are currently compensated below the average compensation for similar positions in state government.
- 30 percent of OCA's technology staff are eligible to retire within the next five years.

OPERATIONAL GOAL 4

Lead improvements in the delivery of justice

SPECIFIC ACTION ITEMS TO ACHIEVE OPERATIONAL GOAL

- | | |
|---|----------------|
| A. Reduce delay and reduce the cost of litigation. | |
| i. Lead improvements in caseload management practices in the courts through dissemination of best practices and consultation services. | September 2019 |
| ii. Develop and implement technology tools to assist judges and court staff in better managing the court's caseload. | August 2021 |
| iii. Oversee the development of an online dispute resolution tool to assist in the early resolution of cases without significant judicial intervention. | September 2020 |
| B. Decrease the number of low-risk individuals held in pretrial detention in Texas jails. | |
| i. Disseminate best practice materials to magistrates to assess pretrial risk and effective pretrial supervision techniques. | January 2018 |
| ii. Develop and deploy technology tools to enable magistrates to timely and reliably assess pretrial risk at magistration. | September 2019 |
| C. Decrease the number of cases where court costs, fines and fees are satisfied through jail credit. | |
| i. Disseminate best practices to judges and collections staff to allow them to properly determine ability to pay and which promote effective compliance practices. | September 2017 |
| ii. Develop and deploy technology tools to assist judges and collections staff in determining ability to pay and the provision of non-monetary compliance options for satisfaction of court costs, fines, and fees. | January 2019 |
| D. Ensure the provision of well-qualified representation to those entitled to represent those accused of criminal conduct. | |
| i. Develop and disseminate best practices for the provision of high-quality representation. | September 2020 |
| ii. Fund innovative indigent defense programs to develop more effective means of providing high-quality representation. | August 2021 |
| E. Assist in making courts more accessible to lawyers, litigants, and other justice stakeholders. | |
| i. Implement improvements to the judiciary's website to provide increased access to information and services. | September 2019 |
| ii. Develop and implement remote registered public access to court records. | September 2017 |
| iii. Increase availability of online videos and other training materials to assist litigants and other stakeholders in their understanding of the court process. | September 2018 |
| iv. Assist in the development of a tool for courts to accept and store digital video evidence from law enforcement, prosecutors, attorneys and other parties. | August 2021 |

ALIGNMENT WITH STATEWIDE OBJECTIVES

- *Accountable to tax and fee payers of Texas.*
 - Goal 4 seeks to produce significant improvements in the delivery of justice in the Texas courts, which will increase accountability to tax and fee payers of Texas.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision that is redundant or not cost-effective.*
 - Goal 4 will produce a more efficient and effective court system that will produce maximum results with no waste of taxpayer funds and would ensure less redundancy and increase cost-effectiveness.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.*
 - Since OCA is statutorily charged with developing improvements in the administration of justice, Goal 4 will enable OCA to fulfill its core functions, achieve its performance measures and implement plans to continuously improve the function of the Texas judiciary.
- *Providing excellent customer service.*
 - Goal 4 will enable OCA to provide excellent customer service to internal customers in the judiciary through the development of best practices and tools.
 - Goal 4 will enable OCA to provide excellent customer service to external customers through the development of tools to improve the delivery of justice.
- *Transparent such that agency actions can be understood by any Texan.*
 - Through the development of online resources for better understanding the court system, Goal 4 will enable OCA to ensure that agency and judiciary actions can be understood by any Texans.

OTHER CONSIDERATIONS RELEVANT TO GOAL OR ACTION ITEM

- There were approximately 9.97 million cases disposed in the Texas courts in fiscal year 2015, with less than 0.5% disposed by jury trial.
- In the district courts, 80 percent of family law cases are disposed within 12 months, while only 64 percent of civil cases are disposed within the same time frame.
- In the district courts, only 62 percent of criminal cases were disposed within 180 days, while only 67 percent of juvenile cases were disposed within 90 days.
- In the statutory county courts, only 44 percent of criminal cases were disposed within 90 days.
- As of June 1, 2016, 62.7 percent of the population in Texas jails is in pretrial non-convicted status.
- Over \$1 billion was collected from criminal defendants in the justice in municipal courts in fiscal year 2015.
- Over 16 percent of the fine-only cases where costs were assessed were satisfied through jail credit.
- Most magistrates report to OCA that information on pretrial risk is unavailable to the magistrate at the time of bail determination.
- Court-appointed counsel were provided to defendants in over 460,000 cases in fiscal year 2015.

- Counties spent over \$238 million in the provision of criminal indigent defense in fiscal year 2015, up from \$91.4 million in fiscal year 2001.
- The state provided \$28.5 million (12 percent) of the cost of criminal indigent defense in grants to counties.

OPERATIONAL GOAL 5

Enhance public understanding, trust, and confidence in the judiciary

SPECIFIC ACTION ITEMS TO ACHIEVE OPERATIONAL GOAL

- | | |
|---|----------------|
| A. Ensure regulated court professionals compliance with statutory responsibilities and adopted standards. | |
| i. Efficiently license and certify qualified court professionals. | September 2018 |
| ii. Effectively ensure compliance by processing complaints against regulated court professionals. | September 2018 |
| iii. Develop and disseminate tools to assist regulated professionals in compliance with statutes and standards. | September 2019 |
| B. Improve sharing and delivery of information about the judiciary. | |
| i. Develop communications strategy that considers impacts of changes in journalism and electronic communications outside of the judiciary to improve the public's understanding of the role and functions of the judiciary. | September 2018 |
| ii. Communicate and collaborate with organizations outside the judiciary to improve the public's understanding of the role and functions of the judiciary. | September 2019 |
| iii. Facilitate voluntary participation by judges and court staff in public outreach and civic education programs. | September 2019 |
| iv. Establish interactive Judicial Civics Education Center in the Tom C. Clark Building and implement public tours. | September 2020 |

ALIGNMENT WITH STATEWIDE OBJECTIVES

- *Accountable to tax and fee payers of Texas.*
 - Goal 5.A. will enable OCA to ensure that the regulatory functions and regulated professionals are accountable to tax and fee payers of Texas.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision that is redundant or not cost-effective.*
 - Goal 5.A. will produce a more efficient and effective court professional regulatory system that will produce maximum results with no waste of taxpayer funds and will help reduce redundancy and increase cost-effectiveness.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.*
 - Since OCA is statutorily charged with overseeing the regulation of certain court professionals, Goal 5.A. will enable OCA to fulfill its core functions, achieve its performance measures and implement plans to continuously improve the function of the Texas judiciary.
- *Providing excellent customer service.*
 - Goal 5.A. will enable OCA to provide excellent customer service to individuals filing complaints with and professionals regulated by the Judicial Branch Certification Commission.
 - Goal 5.B. will enable OCA to provide excellent customer service to external customers through the development of tools to enhance the understanding of the judiciary.
- *Transparent such that agency actions can be understood by any Texan.*

- Goal 5.B. will enable OCA to expand understanding of OCA and the judiciary to allow any Texan to understand the agency and judiciary.

OTHER CONSIDERATIONS RELEVANT TO GOAL OR ACTION ITEM

- As of June 2016, 6,893 court professionals were certified, registered or licensed by the Judicial Branch Certification Commission.
 - 2,249 individual court reporters and 333 court reporting firms
 - 440 private professional guardians
 - 3,408 private process servers
 - 463 language interpreters
- OCA staff processed 90 complaints that were filed with the Judicial Branch Certification Commission.
- OCA receives hundreds of requests for information from executive and legislative branch officials, media representatives, judges and court staff, and the public.
- OCA released 34 publications in fiscal year 2015.
- OCA operates the judiciary's websites, the @txcourts and @TIDC_News Twitter pages, and an OCA Facebook page.
- Through a Texas Bar Foundation grant, OCA and members of the judiciary have developed a design for a Judicial Civics and Education Center and is awaiting funding for the center.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation	Why it is resulting in inefficient or ineffective agency operations	Recommendation for modification or elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Verification of State Service required by state agencies	<p>Prior state service credit affects employee vacation accruals, longevity pay, and retirement. It is imperative that each employee's state service record is accurate. When an agency hires a direct transfer or new hire who has prior state service, the agency has to go through the arduous process of verifying prior state service. Although ERS and the Comptroller's Office (CPA) both have all employees' time documented in their systems, state agencies are still required to go through a very labor and time-intensive, manual process to verify prior state service. This process requires that 1) the new hire list all of their prior state service, 2) the agency's HR department FAX a prior state service verification form to <u>each</u> agency listed (faxing is an outdated means of transferring information but is required.) 3) wait to receive completed verification forms (often requires multiple follow-up phone calls), 4) enter the time into CAPPS and verify that it accurately calculates leave accruals and longevity.</p> <p>The accuracy of the information is dependent solely upon the new hire remembering all of their previous state service and the other agency (or, in the case of many employees, agencies) responding with the correct information.) Human error often causes this process to result in inaccurate records. Agencies are audited on prior state service verification, indicating that the information is available to audit against. Agencies should have the benefit of this obtaining information for onboarding efficiency.</p>	<p>Designate the CPA and ERS as the official record keepers of state employee service totals and provider of state employee prior state service to state agencies. As the processor of state employee payroll CPA has access to all state service records. ERS also has this information and uses it to determine retirement eligibility, yet the two agencies should reconcile their data to ensure records in CAPPS or USPS match the data records at ERS.</p>	<p>Valuable state agency staff time and resources would not be consumed by manually collecting prior state service data, as well as, engaging in audits. State employees would be properly compensated and receive appropriate accruals upon hire instead of discovering forgotten prior state service as a result of an audit years later. The employee would receive accurate balances to apply towards their retirement eligibility. Discrepancies in documented prior state service levels invariably result in audit findings discovered by CPA or SAO.</p>

SCHEDULE A: BUDGET STRUCTURE – 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. ADMINISTER CHILDREN’S COURTS

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. IMPROVE INDIGENT DEFENSE PRACTICES AND PROCEDURES

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

SCHEDULE A: BUDGET STRUCTURE – 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 Electronically*

B.1. COMPLETE CHILDRENS COURTS PROGRAM CASES

Complete assigned children's 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*

D.1 INDIGENT DEFENSE

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

SCHEDULE A: BUDGET STRUCTURE – 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 and Updated OCA Publications*
- *Number of New Monthly Court Activity Reports Processed*

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*
- *Total Number of Documents Filed Annually Through EFileTexas*
- *Service Availability (Up-Time) of the Electronic Filing System*

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 Referred Complaints Resolved*
- *Average Time (Days) for Complaint Resolution*
- *Total Number of Licenses*
- *Number of 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*

SCHEDULE B: LIST OF MEASURE DEFINITIONS

A.1. IMPROVE JUDICIAL PROCESSES AND REPORT INFORMATION

Performance Measure	Percent of Entities Reporting 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 CHILDREN’S 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); and3) 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, 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

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	N
Desired Performance	Higher than target

A.1.2. INFORMATION TECHNOLOGY

Performance Measure	Percent of Service Requests Resolved
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.1.2. INFORMATION TECHNOLOGY

Performance Measure	Total Number of Documents Filed annually through EFileTexas.
Definition	This is the number of documents that passed through the EFileTexas system.
Purpose/Importance	This purpose of this measure is to track the total number of documents electronically filed by attorneys and other filers for all civil cases in all courts that have electronic filing, demonstrating the volume that contributes to more efficient and effective use of taxpayer dollars, reduction of paper usage, greater document security in the event of a disaster and reduction in mailing and storage costs.
Source/Collection of Data	The data will be pulled directly from the EFileTexas (EFM).
Method of Calculation	On the last day of the reporting period, a query will be run to identify the total number of accepted filings collected by the EFileTexas system.
Data Limitations	There are no serious data limitations associated with this measure as electronic filing is mandatory statewide. However, results could vary year to year depending on whether case filings increase or decrease.
Calculation Type	C
New Measure	Y
Desired Performance	Higher than target

A.1.2. INFORMATION TECHNOLOGY

Performance Measure	Service Availability (Uptime) of the Electronic Filing System
Definition	This identifies the percentage of the reporting cycle that the electronic filing system is capable of receiving, processing, transferring and accessing electronic documents, excluding maintenance windows, customer error incidents and force majeure.
Purpose/Importance	System availability shall be 24/7/365 for use by registered customers for efficient court administration. Attainment below the target results in remedial action and may include a reduction in payment to the vendor if uptime dips below a documented attainment percentage.
Source/Collection of Data	Electronic Filing System Vendor
Method of Calculation	The electronic filing system vendor sets service availability goals and measures whether it has met such goals by tracking Attainment through use of downtime reports, support call tickets, and outage logs. Every monthly reporting cycle, the vendor will compare confirmed downtime to service availability.
Data Limitations	OCA is responsible for documenting, in writing, all downtime experienced during a monthly reporting cycle and delivering the downtime log to the vendor within 30 days of the monthly reporting cycle's end. The vendor uses this information to track Attainment. Untimely receipt of the Downtime report or differences in OCA's documented downtime vs. the vendor's outage logs and support tickets could affect the Attainment value.
Calculation Type	N
New Measure	Y
Desired Performance	Equal to 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 Child Protection Courts. 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	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 child protection courts.
Source/Collection of Data	The source of data is the automated case management program developed for the OCA children's 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 Child Protection Courts during the reporting period. 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	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 child protection courts during the reporting period.
Source/Collection of Data	The source of data is the automated case management program developed for the OCA children's 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	N
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	N
Desired Performance	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure	Number of Complaints Resolved
Short Definition	The total number of referred complaints resolved during the reporting period.
Purpose/Importance	The measure shows the workload associated with resolving complaints.
Source/Collection of Data	The number of complaints resolved is tracked electronically by commission staff.
Method of Calculation	The 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	N
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 complaints resolved during the reporting period.
Purpose/Importance	The measure shows the commission's efficiency in resolving complaints.
Source/Collection of Data	The number of complaints resolved is tracked electronically by commission staff.
Method of Calculation	The total number of calendar days for all 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 complaints resolved during the reporting period (denominator).
Data Limitations	Action on complaints is taken by the commission at meetings held periodically throughout the year. The frequency of meetings, continuances, and complexity of investigations can impact the average time taken to resolve a complaint.
Calculation Type	N
New Measure	N
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	N
Desired Performance	Higher than target

C.1.1. JUDICIAL BRANCH CERTIFICATION DIVISION

Performance Measure	Number of Complaints Received
Short Definition	The total number of complaints received during the reporting period.
Purpose/Importance	The measure is one indicator of the commission's workload.
Source/Collection of Data	The number of complaints received is tracked on an electronic complaint log maintained by commission staff.
Method of Calculation	Complaints filed against guardians, process servers, court reporters, court reporting firms, and court interpreters are counted.
Data Limitations	The agency does not control the number of cases the public may file.
Calculation Type	C
New Measure	N
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

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

MISSION

The Office of Court Administration (OCA) is committed to maximizing the purchasing value of public funds while providing Historically Underutilized Businesses (HUBs) a “good faith” effort to competitively bid in procurement opportunities. Through the continued efforts of outreach and networking events, it is a goal of the HUB program to increase the HUB participation in bids as well as increase the HUB awards. The program will continue to evaluate the agency’s projected purchasing needs and system reporting methods against the assessment of HUB bid opportunities and HUB awards.

GOALS

In accordance with Texas Government Code, Title 10, Subchapter A, Section 2161 and the Texas Administrative Code (TAC) Title 34, Part 1, Chapter 20, Subchapter B, §20.13, OCA has established annual HUB procurement goals and will make a good faith effort to utilize HUBs in all eligible procurement opportunities. OCA has set its own goals based on previous procurement needs as follows:

- 26.0% for all other services contracts; and
- 50.0% for commodities contracts.

OCA PROGRAM INITIATIVES

OCA continues to develop and strengthen internal policies and procedures, and coordinates activities to:

1. Comply with HUB planning and reporting requirements;
2. Utilize HUB resellers from the Department of Information Resources;
3. Promote HUBs in the competitive bid process on all goods and services over \$5,000;
4. Encourage prime contractors’ utilization of HUBs by identifying potential subcontracting opportunities in RFP/RFOs by class and item;
5. Educate staff on agency HUB goals and the importance of the HUB Program; and
6. Host and participate in HUB economic opportunity and networking forums.

REPORTING

HUB reports are submitted semi-annually and annually to the Comptroller of Public Accounts to be included in the Statewide Reports posted at: <http://www.window.state.tx.us/procurement/prog/hub/hub-reporting/>.

INTERNAL ASSESSMENT

In accordance with the goals set forth by the agency, OCA has the following internal assessments of the following HUB Reporting categories:

- Heavy Construction –OCA does not participate in this procurement category; therefore the agency sets a **0.0%** procurement goal.

- Building Construction –OCA does not participate in this procurement category; therefore the agency sets a **0.0%** procurement goal.
- Special Trade Construction –OCA does not participate in this procurement category; therefore the agency sets a **0.0%** procurement goal.
- Professional Services –OCA rarely participates in this procurement category; therefore the agency sets a **0.0%** procurement goal. The last reportable activity in this category occurred in FY2010 and OCA does not anticipate any purchases of professional services through FY2020. If a need arises to procure in this category, the agency will make a good faith effort to meet the Statewide Goal of 23.7%.
- Other Services –OCA expends over 60% of this procurement category on judicial-related items that cannot be sourced elsewhere (e.g. visiting judges, innocence projects, administrative judicial regions, and counties). After excluding these items from the total expenditures, the agency will make a good faith effort to meet expend over 50% on HUBs.
- Commodity Purchasing –OCA continually exceeds the Statewide Goal in this procurement category. The majority of the funds expended on commodities is to provide office supplies for our Children’s Courts and computer equipment for OCA and other judicial agencies.

SCHEDULE F: AGENCY 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
- Timothy Cole Exoneration Commission
- Judicial Branch Certification Commission
- Council of Chief Justices
- Judicial Districts Board
- Judicial Compensation Commission
- State Prosecuting Attorney
- State Law Library
- State Commission on Judicial Conduct
- Office of Capital and Forensic 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.

In FY 2015, OCA was authorized 223.6 FTEs, which included 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

**ADMINISTRATIVE/MANAGERIAL
COMPETENCIES**

Provide leadership
Develop internal policies
Design reports
Identify programmatic issues
Manage change

**PROGRAM PLANNING/EVALUATION
COMPETENCIES**

Design programs/special projects
Research information
Implement programs
Evaluate program effectiveness
Determine delivery strategies
Audit compliance

**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

In FY 2015, OCA had 221.75 employees on the payroll. More than half of OCA’s employees are located throughout the state, and the remainder are located at headquarters in Austin. In FY 2015, OCA’s workforce was 67 percent female and 32 percent male. The average age of OCA employees was 51 years; 82 percent of employees were age 40 and above. **Figure D-1** shows the age distribution of OCA employees.

Fig. D-1-Age Distribution of OCA Employees

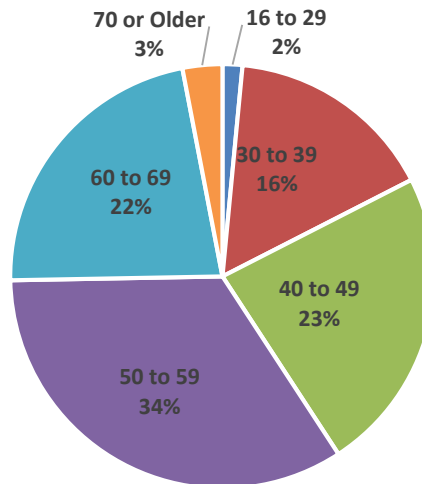


Figure D-2 provides data on OCA employee tenure. The average length of agency service is approximately 8 years.

Fig. D-2-OCA Tenure
Percentage of Employees

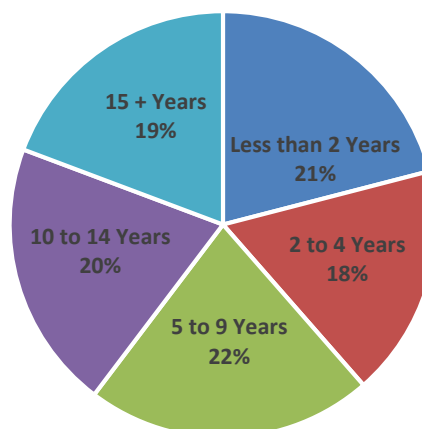


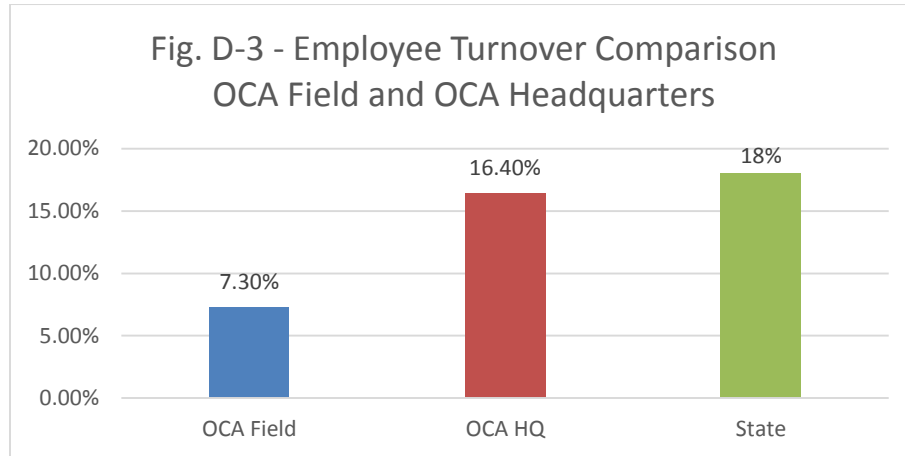
Table D-1 compares OCA's diverse workforce to statewide averages.

TABLE D-1—OCA WORKFORCE DIVERSITY STATISTICS				
Group	EEO Code	% State Workforce	% OCA Workforce	# of OCA Employees
African-American	Officials/Administrators	0.59	0	0
	Admin Support	2.26	1.73	4
	Service/Maintenance	0.94	0	0
	Professionals	4.77	9.09	21
	Para-Professional	2.11	0	0
	Protective Services	4.63	0	0
	Skilled/Craft	0.24	0	0
	Technicians	2.15	0	0
	Total African-American			25
Hispanic	Officials/Administrators	0.87	0.43	1
	Admin Support	3.72	1.73	4
	Service/Maintenance	1.32	0	0
	Professionals	6.90	24.67	57
	Para-Professional	1.77	0.43	1
	Protective Services	3.10	0	0
	Skilled/Craft	0.75	0	0
	Technicians	3.17	0.43	1
	Total Hispanic			64
Female	Officials/Administrators	2.85	0.86	2
	Admin Support	9.98	4.32	10
	Service/Maintenance	1.67	0	0
	Professionals	24.54	58.44	135
	Para-Professional	4.34	2.16	5
	Protective Services	6.32	0	0
	Skilled/Craft	0.17	0	0
	Technicians	7.47	2.16	5
	Total Female			157
Other Races	Officials/Administrators	0.60	0	0
	Admin Support	0.72	0	0
	Service/Maintenance	0.15	0	0
	Professionals	7.13	1.73	4
	Para-Professional	0.13	0	0
	Protective Services	0.27	0	0
	Skilled/Craft	0.08	0	0
	Technicians	1.85	1.73	4
	Total Other Races			8

Data source: EEO Agency Workforce/New Hire Summary report dated 11/13/2015 provided by the Comptroller's Office.

EMPLOYEE TURNOVER

The agency's turnover rate for FY 2015 was 11 percent, which is significantly below the state average of 18 percent for the same period. However, OCA's employee turnover rate for headquarters staff was 16.4 percent, with a field and judicial staff turnover rate of 7.3 percent.



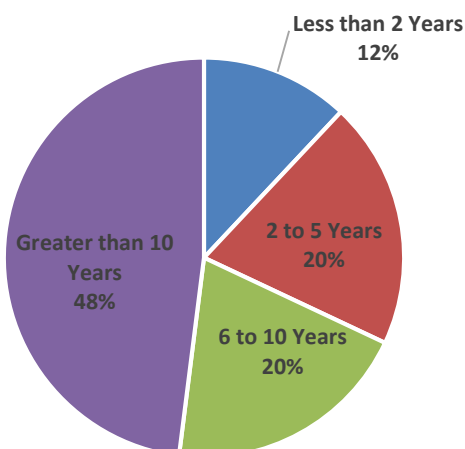
Turnover at OCA during FY 2015 included eight retirements, six interagency transfers, and fourteen resignations. Of the employees who transferred or resigned and completed the State Auditor's Office Exit Survey, all of the employees indicated that better pay/benefits was the reason for leaving.

The number of employee retirements and resignations increased in FY 2013, but decreased in FY 2014. It rose a bit from FY 2014 to FY 2015, but not to the same level as FY 2013. With approximately 33 percent of OCA's current workforce eligible to retire within the next two years and approximately 43 percent eligible within the next five 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

Over two-thirds of OCA's employee turnover was from staff with more than 5 years of service with the agency, with almost half of the turnover coming from employees with more than 10 years of service.

Fig. D-4--Employee Turnover by Length of Service with OCA



RETIREMENT ELIGIBILITY

The potential loss of employees due to retirement remains a concern. In FY 2015, OCA had eighteen rehired retirees.

Within 5 years, almost half of OCA's workforce will be eligible to retire. As of May 2016, 54 employees are eligible to retire at any time, and within five years a total of 100 employees are eligible (see **Table D-2**).

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 Employees
Anytime	54
Within 2 years	19
Within 5 years	27

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 Children's 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 was authorized only 239.6 FTEs to serve approximately 13,000 customers within the Judicial Branch, as well as a growing population of over 27 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 workspace.

OCA anticipates a significant increase in the number of employees as part of the guardianship compliance program. This program, started as a pilot program in FY 2016, provides OCA staff to assist courts in monitoring compliance with statutorily-required reporting in cases where individuals rights and control of personal finances have been given to another individual. OCA anticipates that this program will be expanded in the upcoming legislative session to include an additional 36 employees.

Table D-3 shows OCA's average FTEs by strategy for FY 2014 and FY 2015.

Office of Court Administration - Average FTEs FY2014-15		
Strategies	FY2014	FY2015
Court Administration	45.9	47.7
Assistance to Administrative Regions	1.0	1.0
Information Technology	25.8	26.6
Child Support Courts	86.2	86.0
Child Protection Courts	33.3	34.7
Court Reporters Certification Board	3.0	n/a
Guardianship & Process Servers	4.4	n/a
Judicial Branch Certification Commission	n/a	7.5
Texas Indigent Defense Commission	10.1	10.4
Totals	209.7	213.9

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 almost half of the current workforce eligible within the next five 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.



Office of Court Administration
David Slayton, Administrative Director
P. O. Box 12066
Austin, TX 78711-2066
512-463-1625

Find this publication online at <http://www.txcourts.gov/oqa.aspx>