

**OFFICE OF COURT ADMINISTRATION
STRATEGIC PLAN
FY 2009 – 2013**

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THE MISSION OF TEXAS STATE GOVERNMENT



TEXAS STATE GOVERNMENT MUST BE LIMITED, EFFICIENT, AND COMPLETELY ACCOUNTABLE. IT SHOULD FOSTER OPPORTUNITY AND ECONOMIC PROSPERITY, FOCUS ON CRITICAL PRIORITIES, AND SUPPORT THE CREATION OF STRONG FAMILY ENVIRONMENTS FOR OUR CHILDREN. THE STEWARDS OF THE PUBLIC TRUST MUST BE MEN AND WOMEN WHO ADMINISTER STATE GOVERNMENT IN A FAIR, JUST, AND RESPONSIBLE MANNER. TO HONOR THE PUBLIC TRUST, STATE OFFICIALS MUST SEEK NEW AND INNOVATIVE WAYS TO MEET STATE GOVERNMENT PRIORITIES IN A FISCALLY RESPONSIBLE MANNER.

AIM HIGH . . . WE ARE NOT HERE TO ACHIEVE INCONSEQUENTIAL THINGS!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

STATE OF TEXAS

OFFICE OF COURT ADMINISTRATION



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, 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 specialty courts and the regional presiding judges - staffing and administration.

Providing **information** about the judicial branch for the legislature, the judiciary, and the public:

- 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

OFFICE OF COURT ADMINISTRATION, TEXAS JUDICIAL COUNCIL

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.

The 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.

The mission of the OCA has two, primary components,

- providing **RESOURCES**; and
- providing **INFORMATION**.



The agency provides **RESOURCES** to the Judicial Branch of Texas. These resources include technical assistance, training, and research on court administration, and staffing for a wide variety of judicial branch regulatory boards and policymaking bodies.

OCA provides information technology solutions, including the judicial information website. The agency provides funding and standards for indigent defense services, fiscal and legal consultation for the appellate courts, and staffing and administration for specialized child support courts and child protection courts.

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.

PRIORITY AND OTHER SERVICE POPULATIONS

OCA's service populations are detailed in the table below:

Customer Group	Number of Courts/ Regions/Counties <i>As of 3/1/2008</i>	Number of Judges/ Other Officials <i>As of 3/1/2008</i>
State Highest Appellate Courts <i>Supreme Court</i>	1	9
<i>Court of Criminal Appeals</i>	1	9
State Intermediate Appellate Courts	14	94
Administrative Judicial Regions	9	9
State Trial Courts (District Courts)	443	443 ^{1,2}
Constitutional County Courts	254	254 ³
Statutory County Courts	240	240 ⁴
Justice of the Peace Courts	821	821
Municipal Courts	916	1,199 ⁵
District Clerks and County Clerks	254	443 ⁶
Court Coordinators / Administrators	254	915
Indigent Defense Coordinators	69	69
Court Collections Staff	84	361
County Auditors and County Treasurers	254	254
Court Reporting Firms / Court Reporters	321	2,600
Court Reporting Schools / Court Reporting Examinees	13	288
Process Servers	N/A	3,324
Guardians	N/A	222
State Bar Court Administration Task Force	1	50
TOTAL	3,949	11,604⁷

¹ Many of these judges also serve as the local administrative judge for the district court(s) in the county. There are 129 local administrative district judges (60 district judges serve as local administrative judge in more than one county).

² Many of these judges also serve as the juvenile board chairman, as the chairman must be a district, statutory county court, or constitutional county court judge. There are 173 juvenile board chairmen (40 serve in multiple counties).

³ Many county judges serve both as a trial court judge and as the administrative head of county government.

⁴ Many of these judges also serve as the local administrative judge for the statutory county court(s) in the county. There are 82 local administrative statutory county court judges.

⁵ Some municipal judges serve in one or more municipal courts. While 1,412 judge positions were reported in OCA in FY 2008, 1,199 individuals served in these positions.

⁶ In 63 counties, one clerk serves as both district clerk and county clerk for the county.

⁷ 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.

EXTERNAL ENVIRONMENT

Decentralization

The most significant and 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 (1993) Citizen’s Commission on the Texas Judicial System described it thus:

Texas has no uniform judicial framework to guarantee the just, prompt and efficient disposition of a litigant’s complaint. The framers of our Constitution deliberately designed a system to “localize” justice, establishing a multiplicity of largely autonomous, conveniently located courts across the state. With the passage of time, the organization of the courts has become more, not less, cumbersome.⁸

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.”⁹ However, shared governance of the mechanics of justice is embedded in the Texas Constitution and carried forward by the Philosophy of Texas State Government: “Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.”

In fulfilling its statutory duty “to provide for uniform administration of the courts and efficient administration of justice,”¹⁰ OCA must work with the diversely funded and diversely administered trial courts of the state to identify the best opportunities for delivering administrative methods or tools that can benefit Texas courts. OCA’s efforts must be targeted at assisting local jurisdictions to avoid “reinventing the wheel” in court administration, while enabling the judges of local government, who are closest to their communities, to decide cases in the best way for the individual Texans in their communities.

OCA will further its mission if it can provide a common set of administrative tools to courts and judges, helping courts to help themselves so that they may concentrate their energies on the cases before them. To do this successfully, OCA must be ever mindful that it does not have the resources to provide individual solutions for individual jurisdictions.

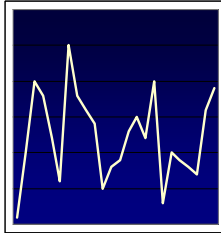
⁸ For similar assessments, see Texas Courts Online: [Commission on Judicial Efficiency - Volume 2 \(1997\) \[pdf\]](#); [Commission on Judicial Efficiency - Volume 1 \(1996\) \[pdf\]](#); [Citizens' Commission on the Texas Judicial System \(1993\) \[pdf\]](#); [Texas Courts: Caseflow Management in the 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 Judice, South Texas Law Journal (1973) and “Court Reform Texas Style,” by Clarence A. Guittard, 21 Southwestern Law Journal 451 (1967).

⁹ Government Code, 72.023(a).

¹⁰ Government Code, 72.023(d).

Trends Affecting Courts

For a national perspective on major trends and forces affecting the judiciary, OCA looks to the National Center for State Courts' *Future Trends in State Courts* reports.¹¹ The ten trends identified in the 2006 edition, and still of vital importance in our view, are:



1. Emergency Preparedness in the State Courts
2. The Impact of Technology
3. Cultural Diversity: The Use of Court Interpreters
4. The Impact of an Aging Population
5. Privacy and Public Access to Court Records
6. Judicial Independence and Selection
7. State Courts and Budget Challenges
8. Problem-Solving Courts
9. Access to Justice: The Self-Represented Litigant
10. Measuring Court Performance

In addition to these national trends, OCA looks to its own [2007 Annual Statistical Report for the Texas Judiciary](#), which provides synopses and highlights of court activity specific to Texas. Notably, the report illustrates slow, steady growth in the volume of civil, criminal, and juvenile cases filed at all levels of the trial courts over the last decade (p. 36-55). State courts have been described as “gatekeepers for families in crisis,”¹² and this is illustrated by the following excerpts from the Report (pp. 32-35):

Filings of “all other family law matters” increased 282 percent during the period and rose from 8 percent of the total civil caseload in 1988 to 22 percent in 2007, while the number of divorce cases filed remained steady. Due to the “catch all” nature of this category, there may be several factors driving the increase. First, this category includes motions to modify previously granted divorce decrees or other judgments in family law cases involving issues such as child support and child custody. Therefore, many of these previously settled cases are likely to return to the courts’ dockets for modification or enforcement actions as time passes. Also in the “all other family law matters” category are cases for the termination of parental rights (child protection cases). The number of investigated cases that were confirmed by Texas Department of Protective and Regulatory Services increased 29 percent from 1995 to 2006, from 31,996 to 41,406.

The number of felony and misdemeanor cases filed in the courts increased at a higher rate than the growth in the adult population in Texas. Although the adult population increased 44 percent between 1988 and 2007 (from 12 million to 17 million), the number of felony cases rose 73 percent in that same time frame, and misdemeanor cases increased 44 percent.

Although juvenile filings constituted only an average of 3 percent of new cases filed in district and county-level courts over the past 20 years, they increased dramatically during this timeframe, comprising a small but growing share of the courts’ caseloads in recent years. Juvenile filings in district and county-level courts increased 226 percent between 1988 and 2007.

¹¹ Available at http://www.ncsconline.org/D_KIS/Trends/Trends06MainPage.html.

¹² Hon. John Specia (retired), chair, Supreme Court Task Force on Foster Care 1994-2007, vice-chair, Permanent Judicial Commission for Children, Youth & Families, 2008.

Strategic Direction

Facing these trends, in a decentralized environment and with growing responsibilities, OCA assumes there will be continued external pressure for more robust judicial branch self-governance and efficient use of state resources. OCA also assumes there will be increased pressure on the Judicial Branch for greater administrative coherence and a stronger gatekeeper function in the areas of mental health, probate, abuse and neglect, domestic violence, criminal justice, and juvenile justice.

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

- to further access to justice by indigent and *pro se* litigants.
- 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 continue providing more and better knowledge and information about the court system, no matter how complex it is, 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 continue to employ other techniques to improve the administration of justice in a decentralized and localized environment.

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,¹³ should also continue, as this type of collaboration furthers the quest for best practices, and keeps communication open in a decentralized system.

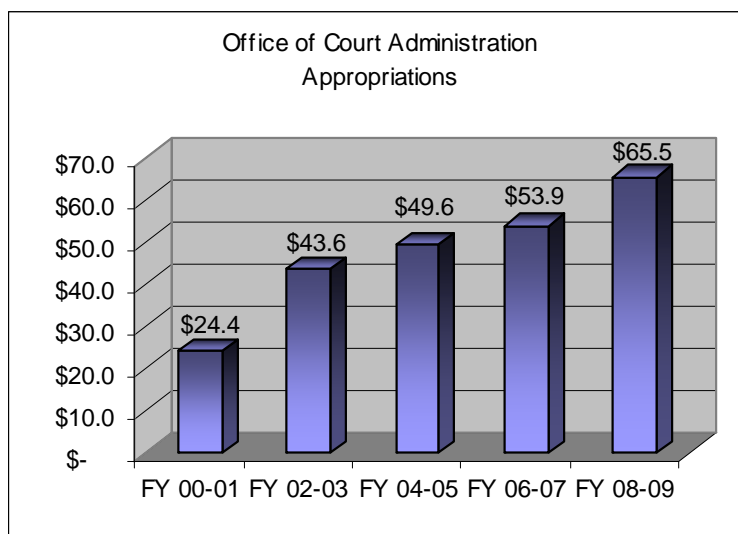
¹³ These include the organizations listed on pages 21–22 and others such as the Conference of Urban Counties, the County Information Resources Agency, the County Treasurers Association, the County Auditors Association, and various judicial organizations.

Resources

While the trial courts remain significantly dependent on local funding, OCA’s state-funded operation continues to absorb new and expanded programs added by the Legislature and the Supreme Court of Texas. In recent years OCA has grown significantly through the addition of the Specialty Courts programs for child support and child protection cases, the Task Force on Indigent Defense, the Court Reporter Certification Board, the mandatory Collection Improvement Program, the Guardianship Certification Board, and the Process Server Review Board. Newly-funded information and technology projects include Texas Appeals Management & E-filing System (TAMES), Automated Registry (AR), and Texas Data-Enabled Courts for Kids (TexDECK).

For the FY 2000-01 biennium, OCA’s appropriated budget totaled approximately \$24.4 million, which included funding for its core, court administration programs; oversight of information technology projects; payment of travel expenses for docket equalization; assistance to the administrative judicial regions; administration of child support court activities; and the implementation of eight child protection courts.

Since that time, the number of child protection courts has increased from eight to sixteen; the Task Force on Indigent Defense was created and directed to administer a new indigent defense program; OCA’s collection improvement program was expanded and made mandatory in the state’s largest counties and cities; the Court Reporters Certification Board was administratively attached to OCA; and OCA was given responsibility for certifying professional guardians and process servers. OCA’s biennial budget is now approximately \$65.5 million, more than two and a half times the amount appropriated in FY 2000-01.



Current Projects

OCA and collaborators both inside and outside the Judicial Branch are currently involved with a number of projects designed to promote the efficient administration of justice, including:

- Judicial Data Management Committee of the Judicial Council – revising case activity reporting that reflects new realities in the trial court system
- Weighted Caseload (or Judicial Needs Assessment) Study - measuring the workload of Texas district courts to determine how many judicial officers are needed to handle the workload.
- Texas Appeals Management & E-filing System (TAMES) – enabling Texas’ sixteen appellate courts to receive, process and report cases electronically.
- Automated Registry – providing a single on-screen capability for trial courts to see information about defendants and other litigants, gleaned from state agency databases.
- Texas Data-Enabled Courts for Kids (TexDECK) – providing technology and information tools to enhance court effectiveness in child abuse and neglect cases.
- Certification Management Software – improving the efficiency of OCA’s current three regulatory programs.
- Court Clerk Manuals – improving legal guides for county and district clerks in the discharge of their extensive duties.
- Court Coordinator Handbook – providing a new resource for the district and county court coordinators across Texas, including information on assisting *pro se* litigants.
- Supreme Court Task Force on Judicial Readiness in Times of Emergency – developing plans so that courts can sustain critical operations despite natural disaster, terrorist attack, or pandemic disease.
- Permanent Judicial Commission for Children, Youth & Families – providing judicial leadership and collaboration to enhance safety, permanency and well-being for children victimized by abuse and neglect.
- Texas Partnership for Family Recovery – building collaboration between courts, child protection, and substance abuse providers to improve outcomes in the vast majority of child abuse and neglect cases where substance abuse is an issue.
- State Bar Court Administration Task Force – recommending improvements to and greater resources for the state court system.

Continuous Improvement: Short-term Projects

In a strategic planning retreat in January 2008, OCA staff identified numerous ideas for continuous improvement of the agency's capabilities. These included the following, short-term projects that can be accomplished with current resources:

- Providing an updated Americans with Disabilities Act information packet to trial courts so that access issues will be identified and remedied.
- Developing a glossary of terms used in the court system for Texas Courts Online.
- Convening a knowledge management team to enhance the availability of information currently within the possession of OCA.
- Providing training on the functions of OCA and on the state court system to new employees of OCA.
- Dedicating more staff time for training and development, such as division-hosted presentations.
- Providing regional trainings for specialty court staff.

Improve Capabilities: Long-term Objectives

The retreat also identified capabilities that the agency should strive to achieve by the year 2013, when this strategic plan's time has expired. The following should be noted for their potential to be the basis for a legislative appropriations request:

- Acquiring a collaboration tool, web conferencing, and videoconferencing equipment to support interaction by the many collaborative groups that OCA supports.
- Developing a county-by-county, in-depth description of every aspect of the court system, for Texas Courts Online.
- Expanding the agency's capability to provide technical assistance and training in best practices to local courts.
- Obtaining the services of a former district or county clerk to provide specialized assistance and training to the clerk customers of the agency.
- Expanding the child protection specialty court program to encompass more counties.
- Developing an online tool to improve the state's response to the growing access to justice imperative to assist *pro se* litigants resolve their legal problems in the court system.
- Transitioning to OCA the responsibility (from the Office of Attorney General) for providing technology support to the child support specialty courts.
- Expanding the potential for using the Automated Registry functionality in a variety of court contexts, including the OCA child protection and child support specialty courts.
- Developing a "hot site" for disaster recovery capability for the appellate courts.

INTERNAL ASSESSMENT

Customer Service

OCA continues its commitment to and belief in the importance of a strong Judicial Branch. Civil society depends upon the existence of a fully functioning system of neutral and independent arbiters of disputes between people, both civil and criminal, and of conflicts between the decisions of elected representatives and the constitutional rights of the people. This commitment is fostered by a three-tiered approach to customer service, beginning with the internal organizations of the OCA.

In tier one, customer service is provided to the employees of OCA by other OCA employees in a mutually supportive culture, so that those who work within the infrastructure enable others in OCA to provide more visible efforts on behalf of external customers.

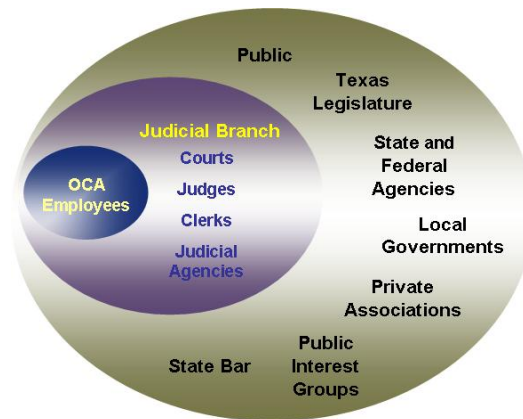
In the second tier, OCA employees serve members of the Judicial Branch, providing resources to courts, judges, clerks, and other judicial staff and agencies.

Finally, OCA employees provide knowledge and information about the Judicial Branch to the third, external tier of legislative, governmental, state bar, media and public customers.

As reported in its FY 2008 Report on Customer Service, respondents to OCA's most recent customer service survey expressed a high level of satisfaction with OCA services. More than 98 percent of respondents who received services from OCA within the last year rated their overall satisfaction between "3" and "5."¹⁴

The average score for each customer service quality element was at least 4.23, indicating high levels of satisfaction. Scores for all questions increased or remained the same as the scores from the 2006 survey.

The agency's strongest element was staff courtesy and willingness to assist customers (average score 4.57) and the lowest scoring element was addressing customer complaints (average score 4.23).



¹⁴ A rating of "3" corresponded to "Neutral," a "4" to "Agree," and a "5" to "Strongly Agree."

Leadership and Staffing

The OCA and Judicial Council are governed by a director who is appointed by and accountable to the Chief Justice of the Supreme Court. The current director was hired in 2005. Employees at the Office of Court Administration (OCA) are exceptionally talented and deeply dedicated to serving the Judicial Branch and the people of Texas. Senior management provides a clear vision for the future and includes employees at all levels in policy development and implementation. Day to day operations are well coordinated and OCA's culture fosters an open door policy that is advocated agency-wide.

Turnover at the OCA is significantly below the state average of 16.8%. Within the agency, the highest turnover rate is among administrative support positions that historically experience a higher turnover as employees enhance their skills and advance to positions with greater responsibility.

Employees who voluntarily left OCA for other jobs during FY 2007-08 consistently cited higher salaries as a reason for leaving. This trend was evident in both lower level administrative support positions and higher level Information Services positions. Another concern exiting employees cited consistently was the lack of opportunity to advance and earn promotions. Unfortunately, this is typical of smaller organizations; therefore, OCA will most likely continue to groom good employees who will eventually move on. A very limited amount of turnover appears to be associated with conflicting ideas between what it means to have a job and what it means to contribute and add value to the job on an ongoing basis.

Although state employees already enjoy a variety of benefits, employees typically assign varying levels of meaning to the same incentive. Flexible schedules might be more important for employees with small children or aging parents, telecommuting might be more important for employees whose work does not include much interaction with others. For some employees, administrative leave for performance might be more rewarding than a small increase in pay. OCA utilizes these various incentives as appropriate to motivate employees and, thus, increase retention of its highly skilled workforce.

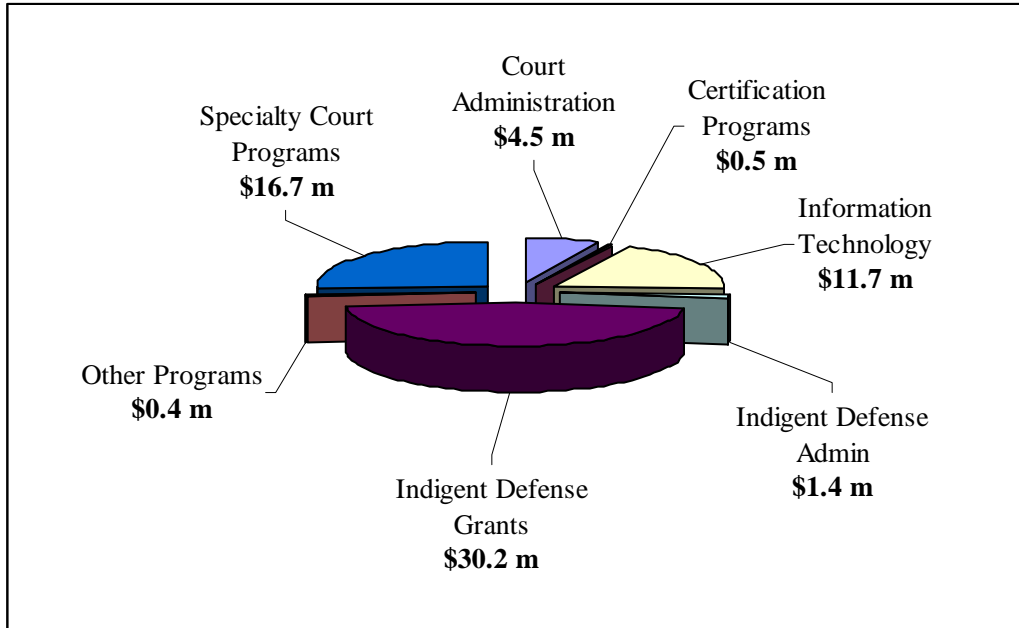
Senior management at the OCA is dedicated, progressive and determined to provide employees with the skills necessary to serve the Judiciary and the citizens of Texas well in this and in the next biennium.

For detailed information about OCA's staffing, see the Workforce Plan in Appendix F.

The agency's organizational chart is included as Appendix B.

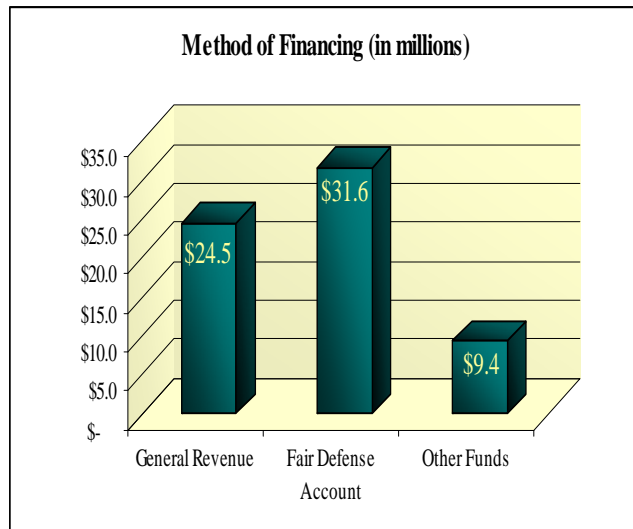
FY 2008-2009 Appropriations

The Office of Court Administration has an appropriated budget for the FY 2008-2009 biennium of approximately \$65.5 million.



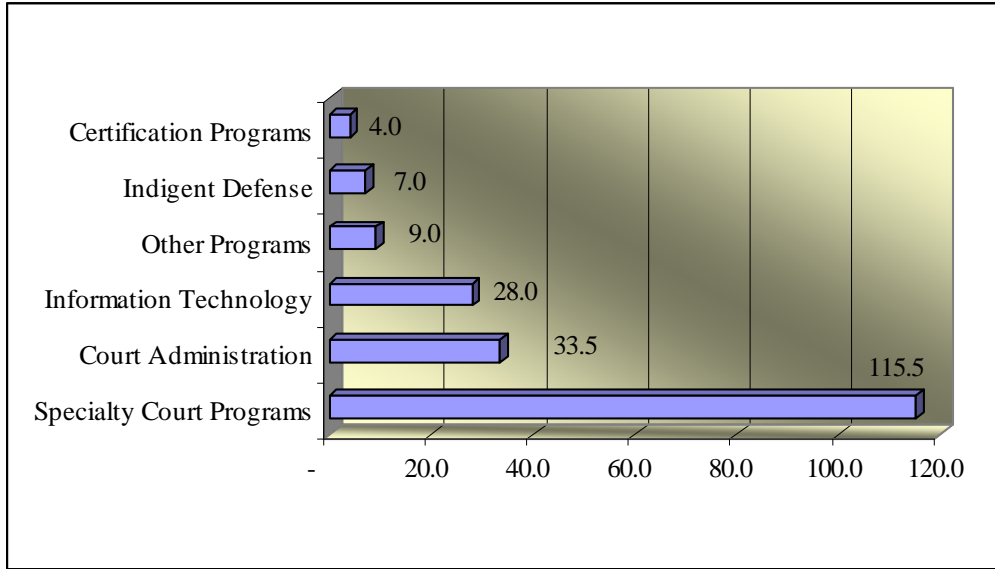
Method of Financing

Of the total appropriated budget, approximately \$24.5 million (or 37%) is funded from General Revenue. (Approximately 7% is used to match federal dollars in the Title IV-D Child Support Courts program at OCA.) The remaining \$41 million (or 63%) comes primarily from the Fair Defense Account (for the Indigent Defense program) and Interagency Contracts (with the Office of Attorney General for the Child Support Courts program).



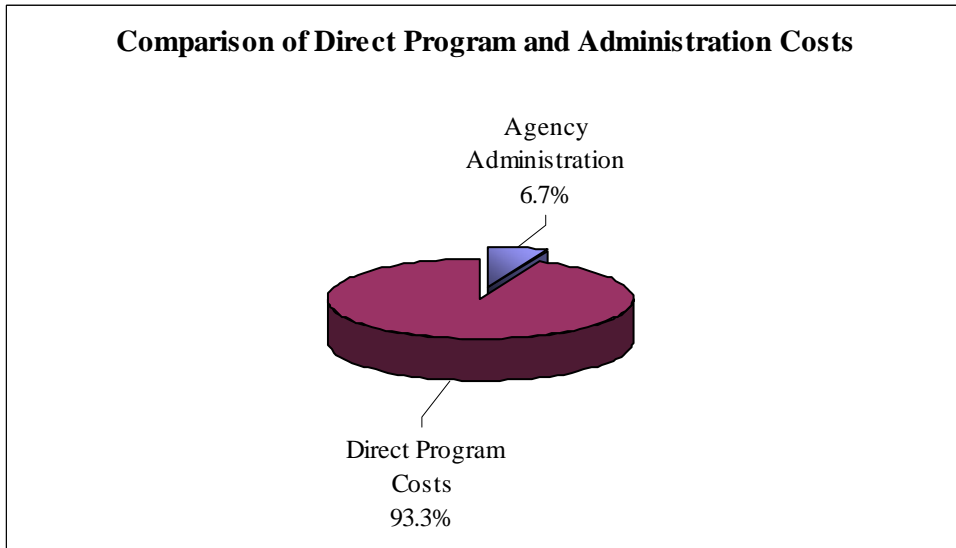
Authorized FTEs

OCA currently operates with 197.0 authorized FTEs. Over half of these positions represent associate judges and their staff in the Specialty Courts Programs.



Administration Costs

The agency has continually succeeded in minimizing its administration costs. As shown in this chart, agency administration costs represent just under 7% of the overall budget, reflecting OCA's commitment to efficient and effective administrative practices.



PROGRAM DESCRIPTIONS

Court Administration – Judicial Information

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.

<http://www.dm.courts.state.tx.us/oca/reportselection.aspx>

OCA offers online information about the judicial branch, including access to court statistics.

THE TEXAS OFFICE OF COURT ADMINISTRATION
Trial Court Judicial Data Management System

[Help](#)

Report Selection

[Main](#) > Report Selection

Report Type: ▼

Report: ▼

Note: Prior to August 2003, year-end data verification procedures for the annual statistical report allowed counties and cities to submit updated annual totals in place of the monthly reports submitted during the year. Thus, the historical monthly data was deleted in order to allow the most recent and accurate year-end totals to be included for reporting purposes. These year-end totals were entered into the month of August for that fiscal year.

As a result, reports run for date ranges other than September 1 of one year to August 31 of the next year before August 2003 may not contain complete or accurate information for certain counties and cities.

The Judicial Information office of OCA:

- responds to thousands of requests for court statistical and other information from the media, public, and state and federal agencies;
- maintains historical and current information on the court system structure and jurisdiction;
- gathers monthly court activity statistics and other pertinent information from Texas' approximately 2,700 courts, as required by Section 71.035, Government Code, on behalf of the Texas Judicial Council;

- produces the *Annual Statistical Report for the Texas Judiciary*, as required by Section 72.082, Government Code, which includes analysis of trends in court activity;¹⁵
- gathers and compiles monthly reports from the intermediate appellate courts on behalf of the Supreme Court for its use in monitoring the courts' dockets and assessing the need to transfer cases among the courts (see Court Administration—Docket Equalization);
- gathers monthly reports on fees paid for each appointment made in a civil case, probate case, or proceeding governed by Titles 1, 2, or 4 of the Family Code by a judge of any district, county, or probate court, a court master, or court referee of a person to a position for which any type of fee may be paid, as required by Supreme Court Order No. 07-9188;
- collects information on thousands of court personnel at the various courts in the state, maintain and disseminate mailing lists of court personnel, and produce the *Texas Judicial System Directory*;
- maintains a list of vexatious litigants subject to prefiling orders under Section 11.101 of the *Civil Practice and Remedies Code* and send the list to the clerks of the state annually;¹⁶
- collects information on judicial turnover in the state's appellate and district courts and produce a biennial report detailing the findings of the judicial turnover surveys;¹⁷
- collects information and produce reports on other special topics on an ongoing basis, including cases in which a request for a hate crime finding was made,¹⁸ jury charges and case outcomes in capital murder jury trials,¹⁹ and security incidents that occurred in courts;²⁰
- provides technical assistance to judges and clerks on reporting and related matters;
- provides orientation materials and other information to new judges and clerks;

and

¹⁵ The *Annual Statistical Report for the Texas Judiciary* contains information required by Secs. 71.0352, 72.042, 72.083, 72.084, 72.085, and 72.086, Government Code; Section 574.014, Health and Safety Code; and 80th Legislature, H.B.1, OCA Rider 7.

¹⁶ Required by Sec. 11.104, Civil Practice and Remedies Code.

¹⁷ Required by Sec. 72.030, Government Code.

¹⁸ Required by Art. 2.211, Code of Criminal Procedure.

¹⁹ Required by Sec. 72.087(c), Government Code.

²⁰ Required by Art. 102.017(f), Code of Criminal Procedure.

- produces the *Annual Reports of Judicial Support Agencies, Boards and Commissions*, which details the accomplishments of the various entities over the past fiscal year.

The Legislature has established approximately two new reporting requirements every session since 2001.

In an effort to improve the accuracy and the usefulness of the data reported to the Office of Court Administration (OCA) for publication in the *Annual Statistical Report for the Texas Judiciary*, the Judicial Council's Committee on Judicial Data Management asked OCA in June 2002 to:

...assemble a workgroup of clerks and other interested persons or entities to make recommendations regarding: (1) the elimination of one or more of the current data elements; (2) the addition of one or more data elements; (3) the revision of one or more of the current data elements; (4) the development of a clear and concise definition for each data element; and (5) the development of a civil cover sheet; and (6) the improvement of the quality and accuracy of the annual report of the Texas judicial system.

During the 78th Regular Session (2003), and again during the 79th Regular Session (2005) and 80th Regular Session (2007), the Texas Legislature attached a rider to the General Appropriations Act, providing that OCA should revise its reporting system for the trial courts in order to simplify reporting and to improve data collection and compliance.

In compliance with the riders and request of the Committee on Judicial Data Management, OCA began the creation of workgroups comprised of judges and clerks to review the trial court data elements in 2004.

After more than three years of work on this project, proposals were developed for the reporting forms and instructions for the district courts, county courts at law, and constitutional county courts. The proposed changes are scheduled for implementation on September 1, 2009. The new reporting system will require substantial changes to OCA's data management system, as well as very significant changes to courts' case management systems, reports, and processes.

Another workgroup has started reviewing the reports for justice and municipal courts.

Court Administration - Technical Assistance

Section 72.023, Government Code, requires that the director of OCA, "... shall consult with and assist . . . court clerks; . . . other court officers or employees; . . . and clerks or other officers or employees of offices related to and serving a court." Section 72.024 requires the director to "examine the judicial dockets, practices, and procedures of the courts and the administrative and business methods or systems used in the office of a clerk of a court or in an office related to and serving a court" and to recommend necessary improvements.

Core goals for OCA are to improve the administrative operation of courts, increase public accessibility to courts, and serve as a resource for the courts in key areas of judicial administration. These goals are supported by the following activities:



- Provide technical assistance and consultation on recommended best practices in the administrative operations of courts and clerk offices, including case management;
- Develop and implement programs and projects designed to improve the administrative operation of and the accessibility to the courts;
- Apply for and administer grants to fund court administration projects and programs;
- Evaluate court performance in selected areas and identify important emerging problems and trends in judicial administration; and
- Research and identify innovative ideas and programs that exist in Texas and other states, and establish a clearinghouse to provide information on innovations in court administration.

Court Administration – Collection Improvement Program



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 program to improve the collection of court costs, fees, and fines in criminal cases in the courts in those jurisdictions. The mandate affects 54 counties and 24 cities. Approximately half of the affected counties and cities (26 counties and 12 cities) were directed to implement a program by April 1, 2006, and the remaining number (28 counties and 12 cities) were to implement a program by April 1, 2007.

Since implementing this mandate, OCA has:

- hired and trained five collection employees to assist with the implementation of the Collection Improvement Program.
- established four regional offices (Arlington, Weslaco, Houston, and Marshall) and obtained office space at little or no cost.
- assisted the affected cities and counties with the development and implementation of their collection improvement programs.
- developed, in cooperation with the Comptroller of Public Accounts, a methodology for determining the pre-mandatory program and post-mandatory program collection rates.
- developed, in cooperation with the Comptroller, the compliance audit requirements for the Collection Improvement Program, which are published in 1 Texas Administrative Code §§ 175.1-175.7 and posted on the OCA website.
- implemented, in cooperation with the Comptroller of Public Accounts (Comptroller), a web-based Online Collection Reporting System for program participants or jurisdictions.

Starting in FY 2008, OCA will seek to establish at least five voluntary collection improvement programs each fiscal year in smaller Texas counties and cities.

As of March 2008, 74 of the 78 mandated cities and counties have at least partially implemented the program, resulting in approximately \$26 million in additional state revenue, and approximately \$60 million in additional local revenue, for the period from April 2006 through September 2007.

Court Administration - Clerks' Manuals and Handbooks

As part of the directive in Government Code, Section 72.023, to “consult with and assist clerks,” OCA has published both a District Clerk Procedure Manual and a County Clerk Procedure Manual since 1984. The manuals cover topics such as jury selection and assignment, court costs, issuance of legal processes, registry of the court, appeals, expunctions, family law procedures, juvenile case processing, records retention, records requests, parental notification, and reporting requirements.



With some exceptions over the past twenty years, the manuals have been published every two years following the biennial legislative session. OCA incorporates new statutes, attorney general opinions, and case law into each new edition of the manuals. The procedure manuals serve as a resource for most clerks. Attorney general opinions have sometimes cited the OCA procedure manuals as an authoritative secondary source. No other organization publishes a procedure manual for clerks. These manuals were published in hard copy until 2003, when OCA began publishing the manuals online.

OCA staff regularly answers questions from district clerks and county clerks regarding procedures. These questions usually deal with topics that are addressed to some extent by the procedure manuals but require further thought. By being available to answer questions from clerks, OCA can augment the guidance provided by the clerks' manuals. When no answer can be found, staff may recommend that the administrative director seek an attorney general opinion.

In conjunction with the Comptroller's Office, OCA staff also provides guidance and expertise on the proper court costs and fees to be assessed and collected in criminal cases.

Court Administration - Standard Forms

In addition to the general requirement to promulgate forms in Section 72.024, Government Code, Article 42.01, Code of Criminal Procedure requires OCA to promulgate a standardized felony judgment form. The same section requires all courts entering felony judgments to use the OCA form.



OCA publishes seven different model felony judgment forms, allowing for different types of judgments. For example, one form is for a judgment of conviction by a jury while another form is for a judgment of conviction by a judge. OCA has coordinated with the Texas Department of Criminal Justice (TDCJ), clerks, and prosecutors in designing the forms.

Section 62.0131 of the Government Code requires OCA to “develop and maintain a model for a uniform written jury summons in this state.” OCA is statutorily mandated to “solicit and consider the opinions of the members of the judiciary, district clerks, and attorneys” in developing and maintaining the model jury summons. The written jury summons used by a particular county “must conform with the model” promulgated by OCA. Section 62.0132 of the Government Code requires OCA “to develop and maintain a questionnaire to accompany a written jury summons.” OCA is required to solicit and consider the opinions of the members of the judiciary, district clerks, and attorneys in developing the questionnaire.

OCA publishes a model jury summons and an accompanying jury questionnaire. OCA coordinates with the Secretary of State’s Office and the United States Postal Service in designing the summons and questionnaire.

Court Administration – Teaching & Training

In keeping with Section 72.023, Government Code, OCA provides teaching and training to clerks, judges, court administrators and others. This activity is generally conducted as part of educational programs sponsored by other entities. Below is a current list of teaching or training topics provided by OCA staff, organized by the hosting entity.

GOVERNMENTAL COLLECTORS ASSOCIATION OF TEXAS

Collection Improvement Program

GOVERNMENT TECHNOLOGY CONFERENCE

OCA Electronic Reporting

RURAL ASSOCIATION OF COURT ADMINISTRATORS

OCA and the Fair Defense Act

TEXAS ASSOCIATION OF COUNTIES

Collection Improvement Program

TEXAS ASSOCIATION OF COUNTY AUDITORS

Cost Impact of the Fair Defense Act

TEXAS ASSOCIATION FOR COURT ADMINISTRATION

Fair Defense Act

Legislative Update

Collection Improvement Program

TEXAS BOARD OF CRIMINAL JUSTICE

OCA & TDCJ Collaborations

TEXAS CENTER FOR THE JUDICIARY

Indigent Defense in Capital Cases

Collection Improvement Program

Records Requests

TEXAS CORRECTIONS ASSOCIATION

Automated Registry Project

TEXAS COUNTY AND DISTRICT CLERKS ASSOCIATION

Collection Improvement Program

Reporting Collection information to OCA

TEXAS COUNTY JUDGES AND COMMISSIONERS ASSOCIATION

Collection Improvement Program

TEXAS COURT REPORTERS ASSOCIATION

Court Reporters Certification Board

TEXAS CRIMINAL DEFENSE LAWYERS ASSOCIATION / TCDL PROJECT

Fair Defense Act

TEXAS DEPARTMENT OF ASSISTIVE AND REHABILITATIVE SERVICES

Criminal Procedure Basics

Texas Court Structure

TEXAS DISTRICT & COUNTY ATTORNEYS ASSOCIATION

Collection Improvement Program

TEXAS DISTRICT AND COUNTY CLERKS

Basic Financial Management
Court Costs and Fees
Jury Law Update
Collection Improvement Program
Reporting Requirements

TEXAS DISTRICT COURT ALLIANCE

Civil Case Basics
Reporting Requirements for Clerks
Rules of Civil Procedure

TEXAS GUARDIANSHIP ASSOCIATION

Guardianship Certification Board

TEXAS JUSTICE COURT JUDGES ASSOCIATION

Court Interpreters
Collection Improvement Program
Reporting Court Activity to OCA

TEXAS JUSTICE COURT TRAINING CENTER

Basic Financial Management
Court Costs and Fees
Magistrates and the Fair Defense Act
Collection Improvement Program
Reporting Court Activity to OCA

TEXAS MUNICIPAL COURTS EDUCATION CENTER

Basic Financial Management
Budgeting
Complaints
Cost Analysis
Court Costs and Fees
Court Interpreters
Court Orders
Fraud Prevention
Judicial Immunity
Magistrate Duties and the Fair Defense Act
Collection Improvement Program
Records Requests
Reporting Court Activity to OCA

TEXAS MUNICIPAL LEAGUE

Collection Improvement Program

UNIVERSITY OF HOUSTON CRIMINAL LAW STUDENTS ASSOCIATION

Fair Defense Act

UNIVERSITY OF HOUSTON HEALTH LAW & POLICY INSTITUTE

Continuity of Court Operations

Weighted Caseload Study

The purpose of a weighted caseload study is to develop an objective and accurate method to measure the workload of the courts to determine how many judges are needed to handle the workload.

The 79th Legislature, R.S., passed S.B. 729, which directed OCA to contract with a nonprofit organization that specializes in providing technical assistance and consulting services to courts to conduct a weighted caseload study of the district courts. The legislature, however, did not provide funding for the study, which had a cost of approximately \$300,000 at that time.

In FY 2006, OCA identified agency cost savings, and obtained a \$100,000 grant from the State Justice Institute and \$21,126 in federal Court Improvement Project funds, for the study. Those funds, however, were not enough to pay for the entire study, which consisted of measuring current judicial workload and determining the appropriate judge complement. As a result, OCA contracted with the National Center for State Courts (NCSC) to conduct a study to measure current judicial workload.

The overarching conclusion of the study is that there is a need for approximately 650 full-time equivalent judicial officer positions to manage and resolve the annual number of cases filed, an increase of about 9 percent over current levels.

Court Administration – Docket Equalization

The Appropriations Act, Supreme Court Rider 3, Equalization, provides “It is the intent of the Legislature that the Supreme Court equalize the dockets of the 14 courts of appeals. Equalization shall be considered achieved if the new cases filed each year per justice are equalized by 10 percent or less among all the courts of appeals.”



Docket equalization is an activity performed by the Supreme Court with administrative support from OCA staff. It is designed to achieve approximate parity in new cases filed per year per justice across the intermediate courts of appeals. Data used by the Supreme Court to determine the necessity for and nature of transfers are collected and maintained by the Judicial Information section of OCA.

This strategy pays for travel expenses incurred by appellate justices and their staff, who travel to hear cases transferred to them for disposition. When a case is "transferred" to the jurisdiction of another appellate court to hear the case, the justices of the court to which the case has been transferred generally travel to the location where the case has been filed to be near the parties to the case. OCA staff process the travel claims in accordance with state travel regulations.

Court Administration – Assistance to Administrative Judicial Regions



OCA employs or contracts with counties or administrative judicial regions to provide administrative assistants for the nine regional presiding judges. One of the primary duties of the presiding judges is to assign visiting judges to sit on district and county courts when the regular judge is absent or disqualified. Judges are also assigned to assist with backlogs that have resulted from a variety of reasons, such as the judge being unable to hear other cases due to a long criminal trial.

Administrative assistants to the presiding judges handle correspondence and other communications and maintain files pertaining to the assignment of judges. The presiding judges otherwise have very limited resources directly available to assist them in performing these duties.

Judicial Branch Boards

OCA provides support of various types and degrees, to a wide array of Judicial Branch Boards, listed below:

Texas Judicial Council

The policymaking body for the Judicial Branch.

Chief Justice Wallace B. Jefferson, Chair / 22 Members

Task Force on Indigent Defense

(a standing committee of the Texas Judicial Council)

Responsible for funding and standards for indigent defense in criminal matters.

Presiding Judge Sharon Keller, Chair / 13 Members

Judicial Committee on Information Technology

Establishes standards and guidelines for court information technology.

Mr. Peter Vogel, Chair / 15 Members

Conference of Regional Judges /

State Board of Regional Judges for Title IV-D Account

Administer specialized child protection court and child support court dockets.

Regional Presiding Judge B.B. Schraub, Chair / 9 Members

Judicial Districts Board

Investigate the necessity of and appropriate locations for new judicial districts and reapportion existing judicial districts.

Chief Justice Wallace B. Jefferson, Chair / 12 members

Council of Regional Presiding Judges

Study the condition of the court dockets, uniformity of local rules and court administration practices throughout the state.

Chief Justice Wallace B. Jefferson, Presiding Officer / 10 members

Certification Boards

In addition to the boards listed above, OCA supports three boards that have oversight for diverse functions related to the judicial branch. These boards are listed below:

Court Reporters Certification Board

Judge Ben Woodward, Chair / 13 Members

Guardianship Certification Board

Judge Gladys Burwell, Chair / 15 Members

Process Server Review Board

Carl Weeks, Chair / 9 Members

INFORMATION TECHNOLOGY

The Information Services Division (ISD) supports OCA, the Supreme Court of Texas, the Texas Court of Criminal Appeals, the fourteen mid-level appellate courts of the state, the Judicial Committee on Information Technology (JCIT), and other judicial entities.

Appellate Courts

OCA provides and maintains a variety of standardized, secure, and stable information systems environments to Texas appellate courts. OCA provides computer equipment at a deep savings to all of the appellate courts, and OCA's centralized administration creates internal economies of scale and security protection for the participating appellate courts. The following summarizes the support OCA provides the participating appellate courts:



- Planning, budgeting, and procurement of desktop computers, laptops, printers, servers, system software, and user software
 - Configuration, installation, and maintenance of equipment for most appellate courts
 - Maintaining the Wide Area Network for OCA and appellate courts
 - Maintaining e-mail services for most appellate courts
 - Providing network security for most appellate courts
-
- Providing disaster recovery preparation services for most appellate courts
 - Maintaining application software for most appellate courts:
 - Case and Agenda Management Systems for the Supreme Court
 - Case and Writ Management System for the Court of Criminal Appeals
 - Case Management System for most of the Courts of Appeals



- Maintaining the Texas Courts Online web site for most appellate courts
- Developing and deploying technical standards
- Providing technical training
- Providing help desk services

Trial Courts

In this arena, OCA staff is guided by the trial court support rider in its state appropriation and by the Judicial Committee on Information Technology (JCIT). The JCIT and OCA develop technology standards and seek to develop innovative means to assist trial courts with limited funding.



OCA initiatives for the trial courts vary depending upon funding availability, but strive to include:

- Development of court-related technical standards with JCIT
- Distribution of surplus equipment to local courts
- Support and maintenance of a portable training network
- Maintaining or providing application software:
 - Case Management System for Specialty Courts (Child Support and Child Protection)
 - Licensing Management Software System for the Court Reporters Certification Board, Guardianship program, and Process Server Certification Board.
 - Judicial Data Management System, which captures statistical information for the preparation of the “Annual Report of the Texas Judicial System,” providing for electronic submission of information from the courts, and presentation of the information on the web
- Developing functional requirements for case management software for the often-overlooked special needs of child protection courts, as well as movement toward developing data exchange standards, under the TexDECK (Texas Data-Enabled Courts for Kids) family of Court Improvement Program grant-funded projects, which are guided by the Permanent Judicial Commission For Children, Youth & Families.

Other Entities

OCA Information Services Division provides and maintains the computing environment for OCA, the State Law Library, the State Commission on Judicial Conduct, and the State Prosecuting Attorney. The following summarizes the support provided:

- Planning, budgeting, procurement, configuration, installation, and maintenance of PCs, laptops, printers and servers
- Maintaining the Local Area Network and the Wide Area Network
- Maintaining the Texas Courts Online web site
- Development and deployment of technical standards
- Providing technical training
- Providing help desk services

The table below provides a representation of the entities that receive direct technical support from OCA ISD staff:

Customer Group	Number of FTEs
Appellate Courts	525.5
OCA Headquarters	59.5
Child Support Courts Program (application services only)	88.5
Child Protection Courts Program	28.0
Presiding Judges (application services only)	9.0
State Law Library	11.0
State Prosecuting Attorney	5.0
Total	726.5

OCA is embarked on several court technology projects, and several of these are joined by JCIT in an advisory or steering role. The JCIT and OCA seek ways to assist the trial courts with limited funding for projects. Current projects include:

Development of Standards – Through input and recommendations from courts and clerks, JCIT’s future plan for development of standards includes civil and criminal reporting codes and electronic filing (e-filing) case and filing types. JCIT and OCA plan to continue to research and adopt standards as identified by stakeholders.

Training – ISD will continue to support and maintain a portable training network that is used by the judicial training centers to train hundreds of judges and court staff. ISD’s Help Desk will provide technology training to judges, clerks and other judicial staff regarding desktop and OCA applications, as well as training on how to utilize available technology to increase their knowledge and efficiency.

Security Improvement – OCA is continuously improving the security of its information technology environment. The Department of Information Resources (DIR) was contracted to perform vulnerability and penetration testing on OCA’s and most of the appellate courts’ technology environments. OCA intends to continue to have this testing performed on a regular basis, either annually or biennially as funding is available. OCA recently installed network monitoring and analysis tools that help assure that computer information is not being breached.

Computer Equipment and Software – In FY 2006 and 2007, and again in early 2008, OCA refreshed application servers and file servers that were originally purchased six years earlier, personal computers that were four years old and printers aged five years. OCA performs this refresh in compliance with its established replacement cycle for upgrading personal computers, desktop printers, and servers.



Electronic sharing of information - OCA recognizes the need to increase electronic sharing of information among courts and between courts and state agencies. Electronic exchange of data increases efficiencies at both the court and agency levels. More and more state systems are now providing the means for electronic submission of data by the courts, thus reducing paperwork and the manual intervention required in the submission and processing of the data. Also, as more effective ways are introduced to collect court costs, fees, and fines, the ability to share and process information electronically will be critical in reporting collection rates and related financial information.

OCA is currently implementing the vision for an Automated Registry, which allow courts to inquire individual data from several state agencies in a single, simple inquiry. This project will allow judges to have easy access to available data that is legally appropriate for them to consider in the various adjudicatory functions.

Electronic exchange of information is also critical for security reasons, so the courts can send and receive homeland security information rapidly. With JCIT’s concurrence, OCA co-sponsors the Texas Path to NIEM (National Information Exchange Model), the state’s interagency effort to implement the Global Justice XML Data Model .²¹ DPS, TDCJ, and OCA provide funding for this initiative.

OCA continually provides information to the public about the judiciary by updating the numerous web pages for the state’s judiciary on an ongoing basis. OCA has brought all of its web pages and those of its judicial customers into high compliance with the Americans with Disabilities Act and the compliance requirements in the Texas Information Resources Management Act, making the websites fully accessible to blind and otherwise-disabled persons who have special requirements for accessing computer information.

²¹ See, e.g., <http://www.it.ojp.gov/index.jsp> and http://www.ncsconline.org/d_tech/gjxdm/ .

With a goal of increasing public awareness of the workings of the Supreme Court of Texas, OCA and the Supreme Court collaborated with St. Mary's University to provide streaming video over the Internet of oral arguments before the court. The first video webcast of oral argument from the Supreme Court was in March 2007. OCA will be continuing to work with the Supreme Court to upgrade the webcasting system.

OCA plans to continue the following efforts:

- working with local jurisdictions, other agencies and groups to streamline, standardize and integrate judicial data
- working with JCIT and other agencies towards improvements in the area of electronic data sharing
- working with vendors to implement standard interfaces for their case management software
- exploring technology advancements that will improve efficiencies for the court system.

Great strides have been made with e-filing of court documents in trial courts in the state. E-filing is the delivery of litigants' pleadings to the courthouse electronically, via an e-mail-like system which also provides absolute proof of delivery. While e-filing in the trial courts has been able to move forward as a private-public enterprise funded by user fees paid by litigants, the next step involves the relay of the trial court record to the appellate court. OCA and the sixteen appellate courts are now moving forward with the TAMES project to bring court e-filing to the appellate level.

Electronic document handling has already been demonstrated to significantly streamline the disposition rates in appellate courts, and the appellate e-filing project is poised to bring these benefits to courts of appeals throughout the state, and also slow the explosive growth of paper storage requirements of large court records.

The use of video conferencing in the justice system has been increasing for the past several years. OCA successfully worked with Tom Green County in April 2008 to rapidly deploy video conferencing to enable participation by hundreds of attorneys in the large child protection hearing there.

OCA does not anticipate major changes in the categories of supported entities, but does anticipate continued growth in the demand for technology services and solutions to improve court and state efficiencies. These demands are creating technical and cultural challenges in the courts. Further, the decentralized structure and local funding of the Judicial Branch in Texas inhibit implementation of statewide court technology improvements.

Indigent Defense

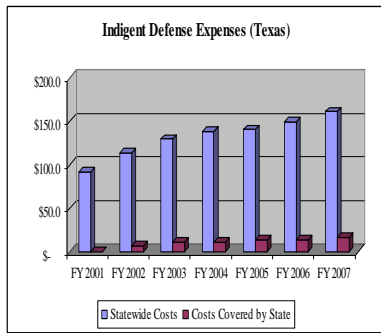
In January 2002, the Texas Fair Defense Act (FDA) became effective after its adoption by the Texas Legislature in 2001. The legislation established, for the first time in the history of the state, an organization, the Task Force on Indigent Defense (Task Force), to oversee the provision of indigent defense services in Texas. The Task Force is a permanent standing committee of the Texas Judicial Council, with staffing provided by OCA. The Task Force has authority to set statewide policies and standards for the provision and improvement of indigent defense, to grant state funds to counties for that purpose, and to monitor counties' compliance with policies and standards. The Task Force is a body of thirteen appointed and ex-officio members supported by seven full-time staff members.

The mission of the Task Force is to improve the delivery of indigent defense services through fiscal assistance, accountability and professional support to State, local judicial, county and municipal officials. That mission supports the ultimate purpose of the Task Force, which is to promote justice and fairness to all indigent persons accused of criminal conduct, while doing so in a cost-effective manner that also meets the needs of the local community.

The 80th Session of the Texas Legislature passed indigent defense legislation to continue supporting the state's mission in this important area of criminal justice law and increase funding for these services. The demand and cost for providing constitutionally guaranteed assistance of counsel continues to rise. In FY07, county indigent defense expenses totaled \$160,859,573 compared to FY2006 recorded expenses of \$149,049,976. However, in FY05 Texas ranked 43rd out of the 50 states – last out of the ten most populous states – in what we spend on indigent defense per capita (\$6.19/per capita). To help offset increased costs, counties are eligible to receive grant and other funds to cover expenses above their fiscal year 2001 baseline expenditures (prior to FDA implementation).

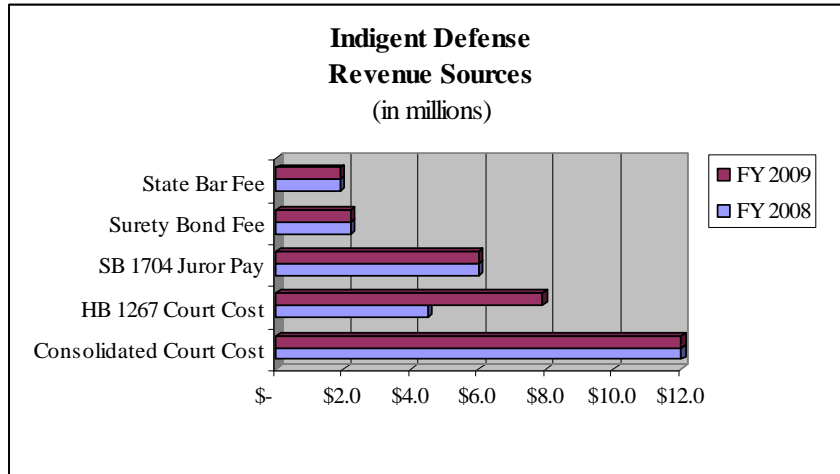
Fiscal Year	Statewide Costs	Costs Covered by State	Percent State Covered
FY 2001	\$ 91,426,518	\$ -	0.00%
FY 2002	\$ 113,960,219	\$ 7,187,036	6.31%
FY 2003	\$ 129,273,613	\$ 11,532,658	8.92%
FY 2004	\$ 138,340,592	\$ 11,602,457	8.39%
FY 2005	\$ 140,287,674	\$ 13,913,899	9.92%
FY 2006	\$ 149,049,976	\$ 13,828,679	9.28%
FY 2007	\$ 160,859,573	\$ 17,172,856	10.68%

Note: FY 2007 is preliminary



State funding in FY07 totaled approximately \$17.1 million, covering about 10.68% of total expenses, which has increased from 6.31% in FY2002.

New state funding will provide needed relief to local governments and help Texas continue its efforts to develop a more effective indigent defense delivery system. In FY 2008 and 2009, revenues to support the indigent defense program are expected to total \$26.4 million and \$30.0 million, respectively, from the following sources:



The Task Force met for a strategic planning session in April 2008 to consider how best to allocate the new funding expected to be generated by HB 1267. Two new funding strategies emerged from the session to complement the existing competitive funding awarded through discretionary grants. A model funding program will allow jurisdictions to replicate successful models already tested, typically through earlier discretionary grants. The second is targeted funding for needed services identified by a collaborative effort between state and local officials as providing the most return for investment.

The Task Force has focused its attention on improving the quality of indigent defense services while also containing costs. To meet these dual objectives, the Task Force has implemented a research strategy employing the principles of evidenced-based practices and a funding strategy to encourage local jurisdictions to invest in establishing specialized direct client service programs that provide quality defense in a cost-effective manner. To that end, the Task Force has provided state funding to establish the nation's first stand-alone mental health public defender office in Travis County, a capital murder defender office covering the Seventh and Ninth Administrative Judicial Regions to serve

over 80 counties in West Texas, an appellate defender office serving the Fourth Court of Appeals and two separate regional public defender offices serving rural jurisdictions.

The Task Force also prepared and published several studies. Data derived from the studies has enabled the Director and staff to educate many local jurisdictions and criminal justice stakeholders from across the state on evidence-based practices derived from the research studies. The findings from the studies facilitate change in county processes to simultaneously improve services to clients and improve proficiencies to help ease the burden on local jurisdictions' budgets.

In 2005 the Texas Legislature directed Task Force funds to the state's four public law schools to support their work investigating claims of innocence by incarcerated individuals. When an investigation reveals a potentially provable case of actual innocence the projects then work to pursue remedies for the inmate through the courts or clemency procedures. Innocence projects involve law students working under supervision of professors. Each school is eligible to receive up to \$100,000 per year from money the Legislature approved during the 80th Legislative Session. The law schools at the University of Houston, University of Texas, and Texas Tech University each have an operational innocence project, while Texas Southern University established an innocence project in the summer of 2007. Innocence Projects will demonstrate openness and accountability to the public and show their commitment to redress for the wrongfully convicted. The link to the database is: <http://innocence.tamu.edu/Public>.

The Task Force effort is characterized by a collegial working environment for the staff, strong support from OCA administration, and strong participation and effective leadership from the Task Force members. Staff has been effective in distributing state funds timely, in collecting data and plans, and in providing technical assistance to county governments. Internal accomplishments include implementing effective processes for distributing grant funds and collecting plans, automating all county reporting, and providing public access through the publication of all collected data on the website.

Since the inception of the FDA, many more indigent defendants have been served by court appointed attorneys. To better meet the increasing demand for services and balance cost and quality concerns a number of counties have converted to establish a public defender office. In FY2002, seven counties utilized public defender offices with two of those acting as specialty defenders (serving only juveniles). In FY2007, 15 counties were served by public defender offices with five offices focusing on specific populations (two juvenile defenders, one mental health defender, one misdemeanor defender, and one appellate defender). The total Texas population receiving constitutionally guaranteed assistance to counsel has increased from 324,412 persons in FY2002 to 441,907 persons in FY2007, a 36 percent increase (total for both adult and juvenile cases).

The most recent publications, including the Annual and Expenditure Report for the Task Force, please visit its website at www.courts.state.tx.us/tfid.

SPECIALTY COURTS PROGRAM



OCA provides administrative support to the presiding judges of the administrative judicial regions for its child support courts and child protection courts programs in accordance with Chapter 201 of the Texas Family Code. Collectively, the two programs are known as the OCA Specialty Courts Program; it includes approximately 115 FTEs who serve as judges and court coordinators for the courts throughout the state. In addition, one FTE who is an employee of the OCA legal division serves as central staff to provide support to the specialty courts personnel. This limited support does not allow for exploration of new opportunities to improve efficiencies in the specialty courts program. Additional staffing dedicated to the specialty courts program would be able to establish strategic direction and implement objectives that would improve efficiencies in the courts so the courts can better serve the children of Texas.

Child Support Courts

The Title IV-D associate judges' positions were created by the Texas Legislature in 1986 in response to the federal requirement that the states create expedited administrative or judicial processes to resolve child support cases.



Initially, the program employees were county employees appointed by the presiding judges of the administrative judicial regions, but in 1993, they became state employees under the administration of the Office of Court Administration (OCA). The courts are located throughout Texas and serve all but eight counties.

OCA employs 43 associate judges and 42 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.

Because the OAG now has additional enforcement remedies that reduce the number of judicial enforcement actions needing to be filed, OCA does not anticipate a need for additional courts. OCA will continue to evaluate the caseload to determine if there are needs for workload realignments.

The general revenue appropriation for the child support courts program was transferred from the OAG to OCA on September 1, 2007. OCA and OAG will continue to contract for federal pass-through funds for all child support court program expenses that are eligible for the 2/3 federal match.

The child support courts program is privileged to employ a number of associate judges who have ably served the state for many years. Although many already are eligible for retirement, they continue to serve as associate judges. However, when they do retire, their lump sum annual leave payments must be borne entirely by OCA, and they are not eligible for the federal match. Because this program's budget is composed almost

entirely of salaries and travel expenses, the lump sum payments constitute a severe burden on the budget. For example, at this time 12 child support judges are eligible for retirement. If all retired in one year, the cost from general revenue would be \$124,088, but the cost to the program budget would be \$372,264 because of the absence of the federal match. Other areas of concern for the budget are the need for training funds in the event that previously-available funding is no longer available. In addition, as temporary vacancies occur because of vacations, illness, or family and medical leave, the dockets must be staffed to meet the needs of the citizens and children and to avoid losing federal funds.

OCA provides a case management system to the courts to assist with management of cases. The OCA case management system is obsolete, is written in outdated technologies, has minimal reporting capabilities, and no longer meets the functional needs. In addition, it does not provide an electronic interface with the (OAG) that would improve access to case information, reduce data entry, and reduce paper. A rewrite of the case management system is critical to improve efficiencies and reporting capabilities.

Child Protection Courts



Beginning September 1, 1999, the presiding judges of the nine administrative judicial regions appointed associate and assigned judges to hear substitute care and child protective services cases in child protection dockets throughout the state.

The concept of using associate judges for this purpose was first implemented by the Supreme Court Task Force on Foster Care, using federal grant funds to establish "Cluster Courts" to hear child protective services cases exclusively in clusters of counties. As with the child support courts program, these program employees started as county employees, but legislation converted them to OCA employees and expanded the program. Because the judges assigned to these dockets hear child abuse and neglect cases exclusively, children can achieve permanency more quickly and the quality of placement decisions should be higher.

The 15 child protection courts operate in 123 counties, with 10 associate judges, six assigned judges, and 17 court reporters/coordinators.

These courts serve a critical role in the effort to ensure that children are protected from abuse and neglect by playing an active role in the lives of these children. Judges monitor the placements, medications, schools, and other influences that affect the well-being of the children under their jurisdiction. The table below reflects the continued growth in the program. OCA will continue to review the caseload to determine if more courts are needed.

Certification Functions

Since September 1, 2003, three certification/regulatory entities within the Judicial Branch have been brought under the OCA umbrella:

- Court Reporters Certification Board
- Guardianship Certification Board
- Process Server Review Board

Court Reporters Certification Board

Court reporters are critical to the administration of justice. The court reporter is charged with the duty of providing accurate records of legal proceedings in a timely manner and serves as an officer of the court. The Court Reporters Certification Board (CRCB) has the mission of ensuring the qualifications of those who discharge this responsibility by certifying individual court reporters, registering court reporting firms, and regulating the profession.



The Board itself is comprised of 13 members and operates under the provisions of Chapter 52, Texas Government Code, and rules as promulgated by the Supreme Court of Texas as the Board's rulemaking authority. Effective September 1, 2003, the Legislature administratively attached the CRCB to OCA.

As part of the licensing function, the CRCB is responsible for the court reporters' qualifications examinations, setting and collecting fees, and processing applications. As part of the regulatory function, the CRCB approves licensing curricula and continuing education course content, reviews and hears complaints filed against court reporters and firms, and imposes disciplinary action when appropriate.

The primary populations served by the Court Reporters Certification division are detailed in the table below:

Population Served	As of 3/1/2008
Active Court Reporters	2,600
Court Reporting Firms	321
Court Reporting Schools	13
Examinees	288
Total	3,209

The number of individuals applying to take the court reporters certification exam has decreased approximately 70% in the last ten years with the introduction of new career fields, especially in the technical arena. The licensee base itself continues to shrink at a rate of approximately 1%-2% per year as long-time court reporters begin to retire and new licensees drop out of the profession because it is too demanding.

Conversely, the number of complaints filed against court reporters and firms has increased due to heightened public awareness and the CRCB's expanded authority over court reporting firms effective in 2001. There are also more Board initiated complaints being filed due to an increase in incident reports from the public and licensees, and the failure of licensees to respond to information requests from the Board. As a result of the increase in the number of complaints filed, the Board bears additional costs associated with litigation, mediation, and public information/discovery requests.

The Board continues to study issues related to contracting by firms and how it may impact rules and law governing the profession. An Access database has been used to track exams and licensing information, but the Board is transitioning to a more robust off-the-shelf licensing application.

The Texas Online initiative, first implemented in November 2003 for licensees to renew their certification online, continues to build momentum with the percentage of renewal applicants using this service at 70% in FY 2008.

Guardianship Certification Board

Guardians are appointed by a court to assume authority for an incapacitated person, with the duty to promote and protect the well-being of the person. A court may grant a guardian limited authority over an incapacitated person as indicated by the incapacitated person's actual mental or physical limitations, and must design the guardianship to encourage the development or maintenance of maximum self-reliance and independence in the incapacitated person.²²



Because guardians are entrusted with such authority over incapacitated persons, it is essential that they be ethical, competent and professional. The 79th Texas Legislature enacted significant reforms for the protection of children and adults, in S.B. 6. Article 3 of the bill created the Guardianship Certification Board (GCB) to establish a certification process for private professional guardians and those who provide guardianship services to a ward of a guardianship program or to wards of the Department of Aging and Disability Services. Prior to September 1, 2007, the effective date of the certification requirement, the GCB established qualifications, developed rules for approval by the Supreme Court of Texas, and adopted minimum standards governing the provision of guardianship services. The Board now operates pursuant to the rules, processing applications, overseeing the certification examination, and certifying applicants who pass the

²² See Texas Probate Code section 602, Policy; Purpose of Guardianship.

examination and otherwise meet the requirements. As of May 31, 2008, the Board has certified a total of 243 guardians, of which 68 are provisionally certified.

Additionally, as part of its regulatory function, the GCB processes complaints against certified guardians for alleged violations of the rules and minimum standards. As with the CRCB, the Legislature administratively attached the GCB to OCA.

Process Server Review Board



Service of process is essential to the initiation of civil litigation, and ultimately for the rendering of a judgment. The process server must comply with the detailed requirements of the Texas Rules of Civil Procedure in discharging this responsibility.²³

In 2005, the Supreme Court of Texas amended the Texas Rules of Civil Procedure to permit persons certified by order of the Supreme Court to serve process. The court required a sworn application to serve as a process server and appointed a Process Server Review Board (PSRB) to review and approve or reject applications. The court also approved certain existing civil process service courses and established a framework for the PSRB to approve additional courses. The mission of the PSRB is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process. The court ordered OCA to provide clerical assistance to the PSRB.

Formation of Certification Division

To adequately serve the public and to discharge the duties given it by the Legislature and the Supreme Court, OCA is developing a business model for its certification functions that would be patterned on that of the Texas Department of Licensing and Regulation. OCA seeks to leverage limited resources to allow staff to operate on functional lines rather than entity lines.

OCA has identified the primary functions that exist for all three entities as certification and registration, development of minimum standards, and investigation, and resolution of complaints. OCA proposes establishing a Certification Division at OCA, and augmenting the current staffing for the functions.

Currently, the CRCB has three FTEs, including its director, which is authorized in statute. The GCB has one FTE, which is the director authorized in statute. The PSRB currently has no direct funding; therefore, OCA has used internal cost savings to hire one employee to work under the direction of the Director's assistant to process paperwork for the PSRB. This temporary solution will ultimately detract from other, vital OCA services. Additional staff and resources are needed to provide proper administrative support for these regulatory functions.

²³ Texas Rules of Civil Procedure, Section 5, Rules 99-124.

OCA ADMINISTRATION

OCA programs and divisions are supported administratively by the Legal division and the Finance and Operations division.

Legal

The Legal Division gives legal and policy advice to agency management and judicial officers, including support for the Texas Judicial Council's development of policy and legislation. It administers the child support courts and child protection courts programs by providing legal advice and administrative support to the presiding judges of the administrative judicial regions and to the associate judges and their staff. The Division researches, writes, and publishes procedure manuals for district and county clerks, promulgates model forms, and facilitates other legal assistance to the judiciary.



Finance & Operations

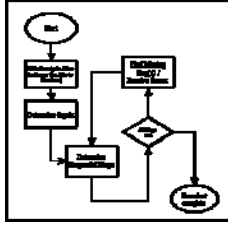


The Finance and Operations division manages the fiscal activities of the agency, including accounting, purchasing and budgeting. The division is also responsible for the human resources function, as well as the operational support activities of the agency.

The division provides support to the clerks and chief justices of the appellate courts and the presiding judges of the administrative judicial regions regarding legislative, fiscal, budgetary and other administrative issues.

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. CERTIFY QUALIFIED INDIVIDUALS AND BUSINESSES



Administer certification programs and perform regulatory functions governing court reporters, professional guardians, and process servers.

OBJECTIVES AND OUTCOME MEASURES

A.1. IMPROVE JUDICIAL 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
- Average Percentage Point Increase in Collection Rate for Mandatory Collection Improvement Program

A.2. IMPROVE INDIGENT DEFENSE PRACTICES AND PROCEDURES

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

- Percent of Counties Receiving State Funds for Indigent Defense

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. CERTIFY QUALIFIED INDIVIDUALS AND BUSINESSES

Administer certification programs and perform regulatory functions governing court reporters, professional guardians, and process servers.

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

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.

- Percent of 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 DOCKETS

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.

A.2.1. INDIGENT DEFENSE

Develop policies and standards for providing defense services to indigent defendants, establish a statewide reporting plan, provide technical support to counties, and direct and monitor the distribution of funds to counties for indigent defense services.

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. COURT REPORTERS CERTIFICATION

Administer exam and certification programs and perform regulatory functions governing the court reporting profession.

- Number of New Licenses Issued to Individuals
- Number of Individual Licenses Renewed
- Number of Complaints Resolved
- Average Time (Days) for Complaint Resolution
- Percentage of New Individual Licenses Issued Within Ten Days
- Percentage of Individual License Renewals Issued Within Seven Days
- Total Number of Individuals Licensed
- Pass Rate
- Number of Jurisdictional Complaints Received

C.1.2. GUARDIANS AND PROCESS SERVERS

- Total Number of Individuals Certified to Provide Guardianship Services
- Total Number of Process Servers Certified by the Supreme Court

C.1.3. TEXAS ONLINE

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

**OFFICE OF COURT ADMINISTRATION
HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PLAN**

MISSION STATEMENT

The Office of Court Administration (OCA) is committed to assisting Historically Underutilized Businesses (HUBs) in their efforts to do business with the State of Texas pursuant to Texas Government Code, Section 2161 and the State of Texas Disparity Study. OCA will assist HUB vendors in obtaining state HUB certification, educate vendors on the agency's procurement policies and procedures, contact HUB vendors for procurement opportunities, and encourage HUB vendors to participate in the agency's purchasing process. OCA will also encourage prime contractors to meet the agency goal by providing subcontracting opportunities to HUBs.

GOAL

The goal of this program is to promote fair and competitive business opportunities for all businesses contracting with the State of Texas.

OBJECTIVE

OCA will make a good faith effort to meet or exceed the State's overall goal of awarding 30% of all eligible procurements to HUB vendors.

STRATEGY

OCA will utilize the State of Texas procurement procedures to actively identify and educate HUBs on the State's program and the agency's procurement needs and assist HUBs in their efforts to do business with the State.

Statewide HUB Goals and Rules

Using the State of Texas Disparity Study as a basis, the Texas Procurement and Support Services (TPASS) under the direction of the Texas Comptroller's of Public Accounts (CPA) has outlined the State's HUB utilization goals by procurement category and disparity area(s):

Procurement Category	HUB Goal
Heavy Construction	11.9%
Building Construction	26.1%
Special Trade	57.2%
Professional Services	20.0%
Commodity Purchasing	12.6%
Other Services	33.0%

HUB Groups are identified as follows:

- AI** = Native American
- AS** = Asian Pacific American
- BL** = Black American
- HI** = Hispanic American
- WO** = American Woman, which includes all women of any ethnicity except those specified above.

OCA uses these goals as the benchmark for its HUB utilization and has adopted the rules developed by the Texas Procurement and Support Services (TPASS) under the direction of the Texas Comptroller's of Public Accounts (CPA) related to the HUB program to govern its activities related to HUB procurements.

External / Internal Assessment

The chart below shows OCA's HUB usage for the last two fiscal years and the first six months of FY 2008:

Procurement Category ⁽¹⁾	Goal	Actual FY 06	Actual FY 07	Actual FY 08 (Sept.-Feb.)
Special Trade	57.2%	0%	0%	0%
Commodity Purchasing	12.6%	94.5%	35.9%	91.4%
Other Services	33.0%	36.3%	23.7%	27.5%
Professional Services	20.0%	0%	0%	0%

⁽¹⁾ Heavy Construction and Building Construction do not appear on this chart because OCA did not make any purchases in these categories. .

Each year OCA far exceeds the state goal for commodity purchases. The agency works diligently to purchase various commodities from HUB vendors. Total HUB purchases in the Other Services category fell under the state goal. OCA's appropriation includes funds for services to the Administrative Judicial Regions, other local judicial entities, and universities involved in innocence projects authorized by the Legislature. These entities are not HUBs and make up 55% of the total monies spent in the Other Services category. If payments to these entities were excluded from this category, OCA would exceed the state goal in this category. OCA made only a few purchases in the Special Trade and Professional Services categories and the agency does not anticipate many future purchases in these categories. OCA will continue to make a good faith effort to include HUBs in its purchasing process and to meet or exceed the state goal in each category.

HUB Performance Measures

The following are output and outcome indicators that are used to measure and evaluate OCA's HUB activities.

Outputs

- Number of bids solicited from HUB vendors
- Number of HUB forums the agency sponsored or participated in

Outcomes

- Number of bids awarded to HUB vendors
- Number of bids awarded to vendors utilizing HUB subcontractors

HUB Programs

To meet the goals and objectives for utilizing HUBs at OCA, the agency engages in the following activities:

- **OCA Purchasing Guide** – OCA utilizes this internally-developed document to govern all purchases, incorporating requirements for obtaining a minimum of two HUB bids for every procurement requiring a bidding process, whether verbal or written.
- **OCA HUB Subcontracting Plan** – OCA requires a HUB subcontracting plan from vendors for all contracts for the acquisition of goods and services with an expected value of \$100,000 or more. Subcontracting information is submitted on a standard form supplied to each vendor by OCA. The successful contractor is required to make a good faith effort to achieve the estimated level of HUB participation and report data on a quarterly basis to document such efforts.
- **HUB Forums** – OCA attends or host forums for historically underutilized businesses to identify opportunities for HUBs to do business with OCA.
- **Mentor-Protégé Program** – OCA has adopted rules for a Mentor-Protégé Program to foster long-term relationships and to increase the ability of historically underutilized businesses to contract with the state or to receive subcontracts under an agency contract.

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 the Fall of 2007. Division directors held meetings with their staff members to discuss programmatic needs and issues confronting the judiciary and individual, agency units.

On January 10, 2008 the Administrative Director called a strategic planning session of all Austin headquarters employees. In addition, several non-headquarters staff participated, representing the interests of the specialty courts programs and the collections improvement program. The session was facilitated by an OCA staff member trained in meeting facilitation.

Based on discussions at the strategic planning session, as well as the results of separate, program-specific meetings, agency staff identified projects and programs to further the strategic goals of the agency. As part of this process, OCA staff solicited input from 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, Task Force on Indigent Defense) to determine strategic direction.

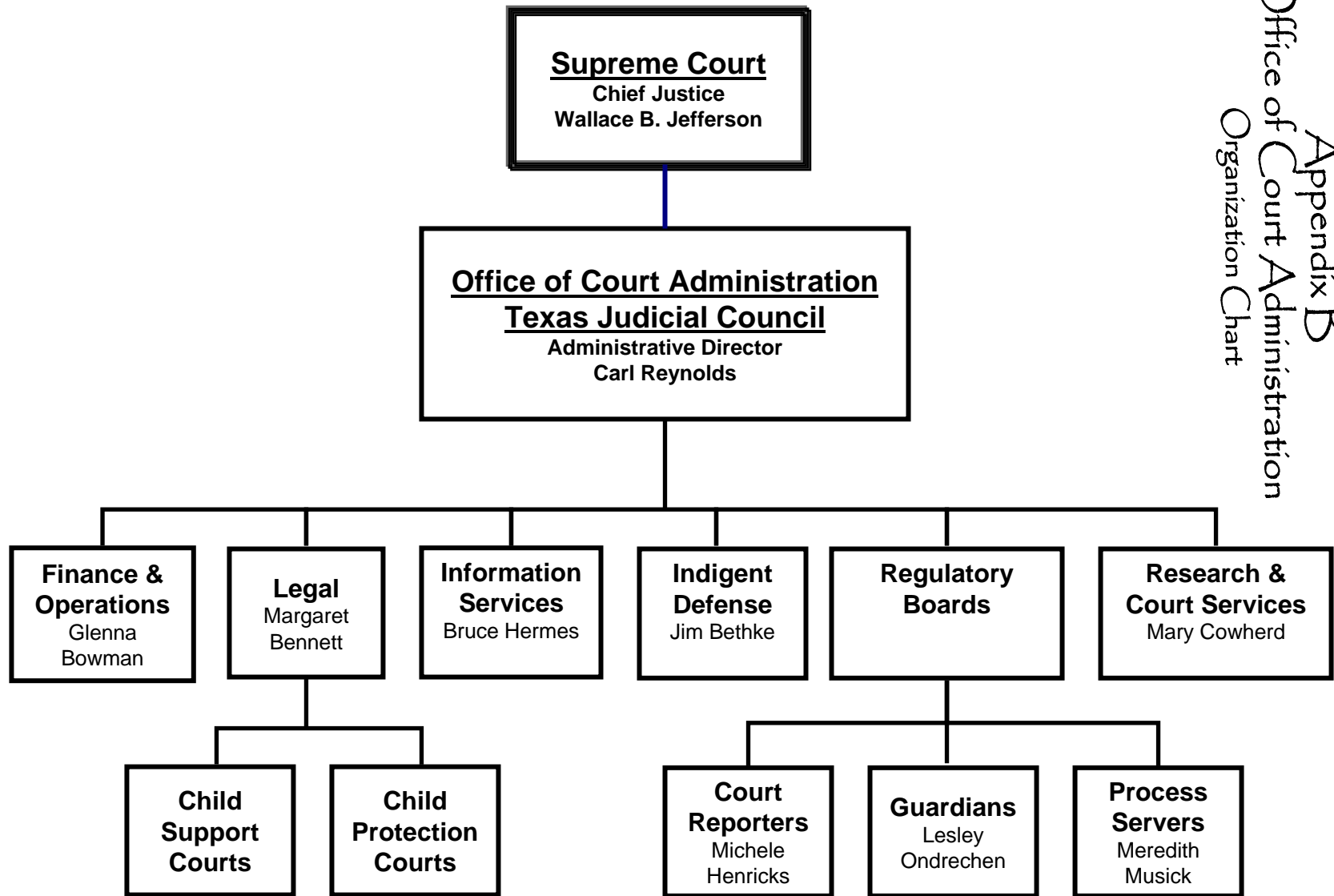
Work groups were assigned to review the agency mission and philosophy, as well as OCA's goals, objectives and strategies. Division directors were tasked with developing an External/Internal Assessment for their programs based, in part, on the data previously compiled.

The Chief Financial Officer met with division staff on performance measures and definitions. Existing measures were reviewed to determine if changes were needed. Staff also discussed adding and deleting performance measures. The Human Resources Officer developed the Workforce Plan required by the Strategic Plan instructions.

A customer service committee, appointed by the Administrative Director, reviewed 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 1, 2008. The HUB Strategic Plan was also reviewed and updated.

After information was gathered from work groups and division directors, a draft Strategic Plan document was distributed to the division directors and other key staff for their review. After comments were received and incorporated, a final draft was distributed to the division directors and Administrative Director for final review.

Appendix B
Office of Court Administration
Organization Chart



APPENDIX E. IMPLEMENTING THE TEXAS TRANSFORMATION

1. Has the agency considered use of managed services in order to focus more on its business needs?

The Office of Court Administration (OCA) uses a minimal set of managed services. As an agency of the Judicial Branch, OCA is in many ways an exception to the IT directions set for executive branch agencies. The constitutional separation of branches and the potential for corporate litigants to have access to court information makes it necessary for OCA to protect draft judicial work product even from potential outsourcers. OCA has found it appropriate to leverage DIR services such as TEX-AN and the DIR network, as draft judicial work product does not travel outside the courts and onto those shared services.

2. Does the agency leverage and obtain additional value from the Information and Communications Technology (ICT) Cooperative Contracts program; for example, by further negotiating not-to-exceed pricing?

The agency obtains additional value from the cooperative contracts by negotiating pricing below the contracted rates; leveraging pricing between vendors to further reduce costs; and, bargaining for additional services at no cost as part of the purchase. Further, OCA has worked with the Judicial Committee on Information Technology (JCIT) and DIR to extend cooperative contracts for court case management to the trial courts throughout the state.

3. Describe the agency's strategies to align with the State Enterprise Security Plan (<http://www.dir.state.tx.us/pubs/securityplan2007/index.htm>).

The Office of Court Administration engages a number of mechanisms and strategies to protect the integrity of the data and systems it manages on behalf of the Appellate Courts and other judicial agencies of the State of Texas. OCA has adopted policies in compliance with the Texas Administrative Code § 202, which define a security program designed to maintain data and system security. As custodian of multiple data sources and information systems OCA works closely with data owners to define, document, and enforce access restrictions.

The Office of Court Administration takes steps to respond and recover from a disruption in service:

- To preserve business processes and expedite recovery, OCA maintains an Agency Business Continuity Plan which is updated and tested annually.
- To ensure access to essential data and systems and plan for their speedy recovery, OCA maintains an Information Services Disaster Recovery Plan which is updated and tested annually. This plan outlines the recovery of Network Infrastructure, localized and enterprise Data Systems, Core application services and their

configurations and access lists necessary for business recovery. A logical method of recovery is outlined in case of total loss at the central data operations center and the location of off-site data recovery tapes is documented along with a list of staff authorized to access those tapes.

- Data is protected against loss through a documented data backup scheme that provides off-site storage of backup tapes for recovery from a localized disaster.

The Office of Court Administration takes steps to prevent cyber attacks:

- OCA protects the integrity and confidentiality of its network configurations, diagrams, IP address ranges, and system responsibilities and provides these configurations only to administrative staff for administrative use.
- OCA deploys a perimeter around its networked resources designed to prevent intrusion:
- OCA uses a hardware firewall to restrict access to systems inside its protected network.
- An Intrusion Prevention System is deployed to detect attempts to compromise the OCA network and block them.
- E-mail is filtered for viruses, SPAM, Phishing, and other content before being delivered to the Mail Server.
- Access to data through the OCA perimeter is controlled by:
 - User Authentication;
 - Virtual Private Networking client connection; and/or
 - Encrypted connections through Secure Socket Layer.
- Network monitoring tools are utilized to identify and respond to insider threats to data security and integrity.

The Office of Court Administration employs systems and strategies to proactively reduce the vulnerability of data and systems to attacks and other disruption:

- Security Training programs are used throughout the year to familiarize staff with threats to data security and improve resistance to attacks at the targeted level, the end user.
- OCA makes use of annual voluntary risk assessment analysis to identify systems, data sources, and policies and procedures which can be hardened against attack from internal and external threats.

- OCA conducts annual penetration tests for the purpose of identifying and mitigating susceptibility to attack at the system and network level.
- The office of the Information Security Officer conducts routine internal scans of resources and systems to identify vulnerabilities and/or compromise of OCA's data and system security.
- Standard operating system and application builds are used to standardize system and infrastructure devices on an established and secured configuration profile.
- Systems that process traffic from the internet are isolated through firewall configurations from other production data systems.
- The patching of operating systems for servers and workstations is automated and reviewed regularly to ensure consistency across the enterprise against application and operating system vulnerabilities.

4. Describe the agency's policies, practices and programs, implemented or planned, that comply with relevant statutes and administrative rules to ensure the privacy of confidential data. Consider federal privacy requirements (e.g., the Health Insurance Portability and Accountability Act or the Family Educational Rights and Privacy Act) that apply to the agency. List the organizational units (program, offices, IT, legal, etc.) that manage privacy functions. Describe any future plans for improvement.

Web site (current): OCA's web management complies with all applicable state and federal standards, including TAC Section 202 and the Judicial Standards for Information Security and Protection adopted by the Judicial Committee on Information Technology.

OCA does not collect information from the public on web sites it manages. The only information collected is a username and email address for CaseMail subscribers. Secure Sockets Layer (SSL) is used when the user logs in. CaseMail user information is used for no purpose other than to send out notifications requested by the user.

Case information from the appellate courts is available on web sites managed by OCA. Names of parties to the case (with the exception of minors) are listed on the site, but address or other identifying information is not made available on the web site.

OCA's judicial directory contains names and addresses for court personnel and various agency and board members. Addresses used for active court employees are the court's official business address. The application does not allow for public access to address information for individuals who are not current, active court employees.

The Guardianship Certification Board, Court Reporters' Certification Board and Process Servers Review Board post names and addresses of individuals certified through those

entities. The address information is the business address provided by those individuals and firms.

Web site (planned): As a greater variety of documents becomes available online, privacy concerns will increase. OCA's project to redevelop the court case management system, the Texas Appeals Management and E-Filing System (TAMES), will consider privacy issues in these ways:

- Limiting on-line case data to appropriate data elements
- Providing redaction capabilities for imaged documents at the courts
- Working with standards groups to clarify requirements for document content for documents filed with the court

Applications (current): Applications supported by OCA contain as little personal information as is feasible. Access to detailed information is limited to those with job responsibilities that require access to the information.

Applications (planned): Application security for new development will continue to include the ability to limit access to sensitive information by role.

5. What current practices or plans are in place to improve usability and searchability of the agency's Web content? (2007 SSP, Strategy 4-1)

Current: Usability efforts center upon accessibility and Section 508 compliance. The site is designed and updated with those requirements in mind. Periodic checks of the pages are performed to verify compliance.

Search features exist for case information on the appellate court web sites. Currently, searches allow a user to search by case number, party name, date of issued opinion, text within an opinion document. A predefined search result also exists for cases that are set for submission on oral arguments or briefs.

OCA collects and displays statistical information related to trial court activity. A number of predefined reports allow a user to locate and view or download this information. Searches can be statewide or for a specific county. The user is allowed to select a single month, or range of months from 1992 to the present.

OCA also maintains a judicial directory that includes the mailing address, personnel (by role), telephone and web site information for counties. This can be searched by county, city or person.

Texas Courts Online also has a site search that allows a user to enter a search term to locate web pages that meet the search criteria entered by the user.

Planned: The TAMES project will expand the availability of appellate court documents on line. As the number and type of documents expands, OCA will add search and

content management capabilities to locate this information. The type and extent of additional searches are not defined at this point.

No existing search capabilities are planned for removal.

6. What current practices or plans are in place to improve life cycle management of agency data and information? Include the agency's approach and ability to meet future open records and e-discovery requests. (2007 SSP, Strategy 4-1)

As an agency of the Judicial Branch, OCA is subject to Rule 12 of the Rules of Judicial Administration, instead of the Public Information Act. Much of the data managed by OCA for courts is not subject to open records request. That information which is subject to open records is managed without the aid of specialized tools.

7. Describe agency methods and standards (federal, state, industry), implemented or planned, intended to enhance data sharing (i.e., improve interoperability) with other entities. (2007 SSP, Strategy 4-2)

OCA is involved in several projects that have long-range impact for enabling data exchange in the judiciary and criminal justice systems. OCA is either lead or participant in the following projects:

- Texas Path to NIEM – DPS/TDCJ/OCA project to set standard XML data exchanges in the criminal justice system and courts;
- Texas Appeals Management and E-filing System (TAMES) – OCA project which will enable electronic transport of court appeals;
- Texas Data-Enabled Courts for Kids (TexDECK) – OCA project which includes plans for developing standard XML data exchanges as an extension to NIEM for child protection court cases;
- Automated Registry – OCA project which will enable data sharing from certain state agencies to courts and judicial officers.

8. Does the agency have any plans to simplify or reduce the number of existing software platforms (e.g., operating systems, application development environments, database systems, office suites, other COTS applications)? If no, is the agency fully leveraging its technology to support both its current and future business environment?

OCA has plans to reduce the application development environment to focus on the .Net platform, with C# as the primary development language. OCA continues to use MS SQL as the database of choice. The move to this development environment began with the TAMES project and will continue with all planned redevelopment. OCA's Data Management application is currently a VB.Net application. It is slated for redevelopment

within the next two years. That project will use the same tools and technologies as TAMES. In addition, OCA is contracting with the Texas Public Policy Research Institute (PPRI) to develop an online reporting feature for court-appointed guardian fee information. The requirement for this application is to match OCA's current development environment as well.

9. Describe any current or planned activities targeted at reducing the environmental resource consumption of technology equipment (recycling, consolidating, virtualizing, buying energy efficient equipment, etc.).

The Office of Court Administration is committed to reducing the environmental impact of its technology infrastructure by:

1. Buying and deploying Energy Star compliant equipment;
2. Consolidating multiple application roles onto a single server, thereby reducing the number of servers in deployment;
3. Reusing retired equipment for the agency's test lab environment, rather than purchasing new equipment for this purpose;
4. Making full use of server virtualization for both Developmental and Production solutions;
5. Recycling retired equipment to other State and Local entities for their use; and,
6. Fundamentally changing its approach to the Data Center by moving away from stand alone servers with direct attached storage and moving our infrastructure Data Center into a Blade Server with Storage Area Network environment. This will reduce the foot print of our equipment, consolidate and improve data storage, and reduce our energy consumption over the long term.

APPENDIX F. WORKFORCE PLAN

Office of Court Administration AGENCY MISSION

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

I. 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. The OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the state judiciary. 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
- Task Force on Indigent Defense
- Judicial Committee on Information Technology
- Conference of Regional Judges / State Board of Regional Judges for Title IV-D Account
- Judicial Districts Board
- Court Reporters Certification Board
- Guardianship Certification Board
- Process Server Review Board

OCA also 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.

The OCA organization and staffing continues to evolve to meet new legislative and business requirements. OCA's total authorized FTEs increased from 189.0 in FY 2007 to 197.0 for FY 2009 with the addition of 4.0 new FTEs for the TAMES project, 2.0 new FTEs for the Automated Registry project and 1.0 new FTE for the Child Protection Courts, in addition to 1.0 federally funded FTE for the TexDECK project.

Of the agency's 197.0 authorized, full-time equivalent positions, 124.5 are assigned to the programs administered by the nine presiding judges and are located across the state. 4.0 collections specialists are located in regional offices outside of Austin. The designated headquarters for all other OCA employees is Austin, Texas.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Competencies

OCA employs staff primarily in six occupational categories: legal; planning, research, and statistics; information services; program management; administrative support; and finance and operations. For each occupational discipline, five broadly-defined competency clusters have been identified which 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

Fiscal Management Competencies

- Develop department budgets
- Evaluate Costs
- Monitor for fiscal compliance
- Manage contracts
- Develop internal controls

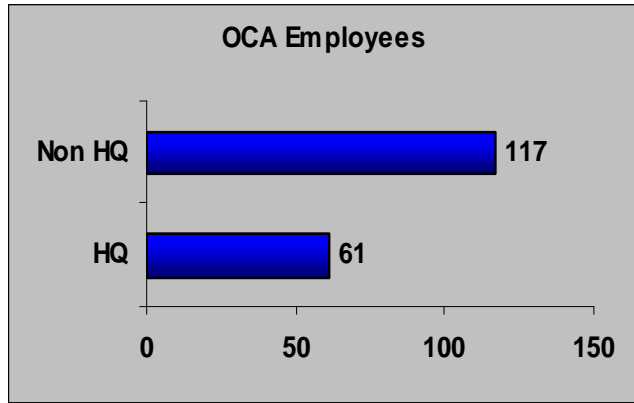
Public Relations/Marketing Competencies

- Identify stakeholders
- Build partnerships
- Market services
- Assess stakeholder needs

B. Workforce Demographics

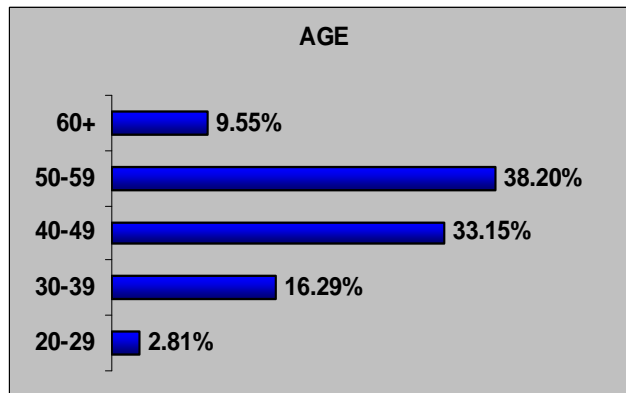
Number/ Location of Employees

As of May 31, 2008, the agency had 178 employees on the payroll, including 2 part-time employees. 117 (66%) of this total are assigned to the specialty courts and collection improvement programs (non-headquarter employees). The other 61 (34%) are in the headquarters office in Austin, Texas.



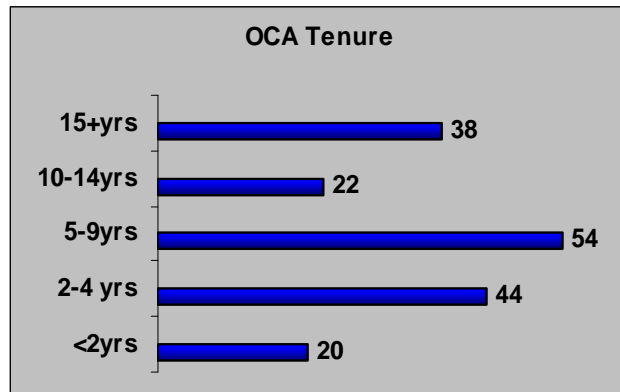
Age Distribution

The average age is 48 years, with 81% of employees over the age of 40.



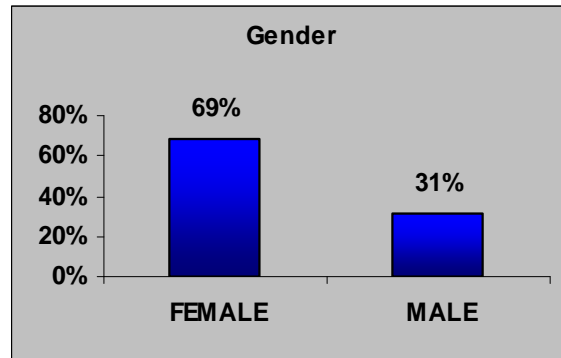
Employee Tenure

The average agency service for OCA employees is approximately eight years.



Workforce Gender

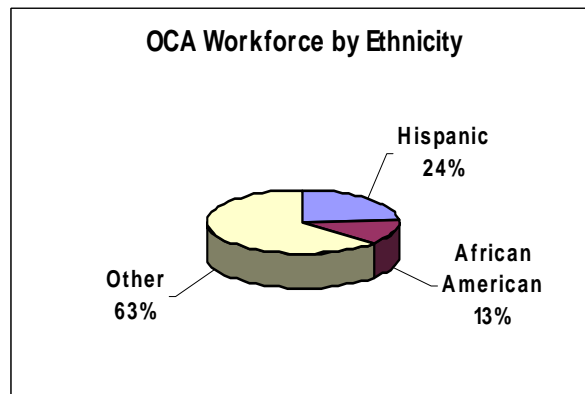
OCA employs a large number of females compared to the state workforce, with 69% percent female and 31% male.



Workforce Ethnicity

OCA continues to maintain above-average utilization of minorities agency-wide.

The chart to the right shows the distribution of the OCA workforce among ethnic groups.



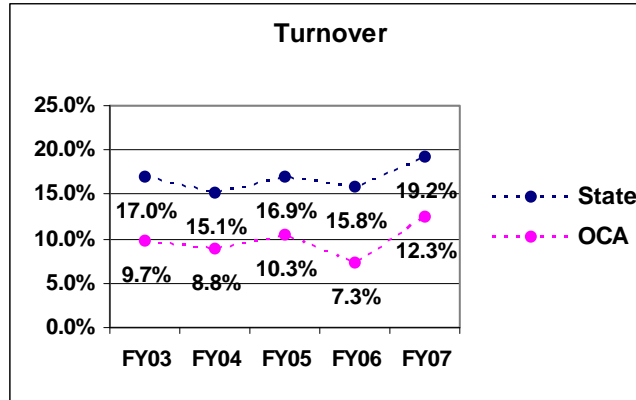
Utilization of minorities within each EEO group is above the state average in the Professional category, and the Officials/Administrators category is staffed 50% by females.

Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	6.6%	-0-	-0-
	Professional	8.3%	13.5%	20
	Technical	12.4%	9.1%	1
	Admin Support	11.2%	25.0%	2
	Paraprofessional	13.8%	-0-	-0-
	Total African-American			23
Hispanic	Officials/Administrators	14.2%	-0-	-0-
	Professional	13.4%	52.7%	78
	Technical	20.2%	18.2%	2
	Admin Support	24.1%	12.5%	1
	Paraprofessional	40.7%	20.0%	1
	Total Hispanic			82
Female	Officials/Administrators	37.3%	50.0%	3
	Professional	53.2%	70.3%	104
	Technical	53.8%	27.3%	3
	Paraprofessional	39.0%	100.0%	5
	Admin. Support	64.7%	100.0%	8
	Total Female			123
Other Minorities	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	-0-	-0-
	Technical	-0-	18.2%	2
	Paraprofessional	-0-	20.0%	1
	Admin. Support	-0-	-0-	-0-
	Total Other			3

Source: The data in this chart for the statewide workforce was extrapolated from the Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment, 2004, for the state of Texas as provided by the Civil Rights Division of the Texas Workforce Commission in the EEO and Minority Hiring Practices Report dated January, 2007. The statewide workforce data does not include percentages for "other races" but this information for the OCA workforce is included.

C. Employee Turnover

The table below compares OCA turnover rates for the last five years to the statewide rates.



During the past five years, turnover at OCA has fluctuated between a low of 7.3% and a high of 12.3%. The agency’s average turnover during this five-year period is approximately 9.6%, which is significantly below the state average of 16.8%. Within OCA, the highest turnover rate is among administrative support positions that historically experience a higher turnover rate as employees enhance their skills and advance to positions with greater responsibility.

Employees who voluntarily left the OCA for other jobs during FY07-08 consistently cited higher salaries as a reason for leaving. This trend was evident in both lower level administrative support positions and higher level information services positions.

Turnover by length of service

The table below highlights agency service as related to overall turnover for FY 2007. The high percentage of turnover for employees with less than two years tenure may warrant a closer look at selection practices and retention efforts.

Agency Tenure	Percentage of Turnover
Less than 2 years	57%
2-5 years	28%
5-10 years	14%
Greater than 10 years	0%

D. Retirement Eligibility

The potential loss of employees due to retirement remains a concern. As of May 31, 2008, OCA had 5 rehired retirees who could potentially leave at any time. In addition, there are 11 employees who are eligible for retirement now, and 35 who are eligible within the next 2-5 years. 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 newer employees.

Projected Eligibility

Eligibility	# Personnel
Less than 2 years	5
2 years	5
3 years	6
4 years	9
5 years	10

III. Future Work Force Profile

A. 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 Research and Court Services, Indigent Defense, Court Reporters Certification, Guardianship Certification and Process Server Certification.

The Research and Court Services division provides consultation on recommended best practices in administrative operations; works to establish innovative court programs; and helps develop and implement programs designed to increase the collection of court costs, fees, and fines.

The Indigent Defense division serves as staff to the Task Force on Indigent Defense in policy development, dissemination of information, technical support and directing and monitoring the distribution of funds to counties to provide indigent defense services.

The Court Reporters Certification division serves as staff to the Court Reporters Certification Board, a state board charged with performing licensing and regulatory functions for the court reporting profession.

The Guardianship Certification Board determines the qualifications for obtaining certification, issues certificates to those who meet the requirements, and adopts minimum standards for the provision of guardianship services.

The Process Server Review Board's mission is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process.

OCA will be challenged to recruit and hire candidates with the appropriate skill sets and the expertise to fill future vacancies in these areas.

Positions within Finance and Operations, Information Services and Legal present opportunities and challenges for experienced applicants from multiple agencies and the state has a rich pool of talent from which to draw, provided OCA is able to offer competitive salaries.

OCA expects an adequate applicant pool to be available for the Child Support Courts and Child Protection Courts Programs as staffing needs arise throughout the state.

B. Expected Workforce Changes

OCA's future workforce will continue to be impacted by the following:

- Increasing use of technology to improve court administrative processes and reporting requires highly skilled personnel to provide information systems and technical support.
- Training employees to utilize available technology provides an incentive to work smarter and will help reduce turnover.
- Increased efforts to promote interdisciplinary work teams broaden skills and provide exposure for employees with an interest in agency management.
- Minimal expansion of the OCA workforce in the future may provide opportunities to better align positions with program needs and mandates of the judiciary and legislature.
- Specialty court workloads will depend on the number and type of referrals and filings by executive branch agencies such as Child Protective Services and the Office of the Attorney General.

Anticipated Increase/Decrease in Number of Employees

The Legislature authorized 197.0 FTEs for OCA for the FY 2008-2009 biennium. Based on anticipated changes in program strategies and objectives, we project the following additional FTEs will be needed.

Strategy	Authorized FTEs	Number Anticipated / Needed	Increase/ Decrease
Court Administration	33.5	35.5	2.0
Information Technology	28.0*	28.0*	0.0
Administrative Regions	9.0	2.0	(7.0)
Child Support Courts Program	86.5	87.0	0.5
Child Protection Courts Program	29.0	33.5	4.5
Indigent Defense	7.0	10.0	3.0
Certification (Court Reporters, Guardianship, and Process Servers)	4.0	9.0	5.0
Total	197.0	205.0	8.0

*1.0 FTE for TEXDeck is 100% federally funded

C. 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. Therefore the following ten critical competencies and skills will play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Develop and implement corrective action plans
- Focus on customer service
- Identify programmatic issues
- Identify stakeholders
- Market programs and services
- Manage change
- Understand political constraints

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

The agency has identified the following issues:

1. As agency leaders and associate judges retire within the next four to five years, OCA continues to support on-going succession training and knowledge transfer.
2. To fill Associate Judge positions for the Child Support Courts, OCA can typically draw from the attorney pool at the Office of the Attorney General while applicants for the Child Protection Courts are typically local attorneys who represent children and parents in child abuse and neglect cases.
3. OCA shows a high percentage of turnover among employees after two to three years of employment. These staffing changes will continue to provide opportunities and challenges in the future.
4. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, employees met or exceeded the proficiencies required for current and future demands.

B. Goal to Address Workforce Competency Gaps

While OCA did not identify specific gaps in current workforce skills and competencies, the table below identifies the agency's plan for maintaining an efficient workforce.

Goal	<ul style="list-style-type: none">• Continue to develop and retain a technically competent, knowledgeable and diverse workforce
Rationale	<ul style="list-style-type: none">• Increasing salaries, implementing other incentives and supporting training programs that capture institutional knowledge and expertise of experienced employees, while creating incentives and challenges for new employees, will help OCA maintain an effective workforce.
Action Plan	<ul style="list-style-type: none">• Maintain a competitive salary structure that allows recruitment of highly skilled and tech-savvy employees• Offer competitive salaries to recruit and hire staff members who bring requisite skills with them to the job• Assess on-going training needs and actively support employees who demonstrate the initiative to learn more• Continue to reward employees with monetary incentives and explore viable alternatives such as flexible schedules and telecommuting.