

## ESSENTIAL COMPONENTS (Criminal)

Hon. Sharen Wilson,  
Tarrant County Criminal District Court #1  
Hon. Daryl Coffey,  
Tarrant County Criminal Court #8  
Sheila Finney,  
Tarrant County Criminal District Court #3  
Randy Walker,  
Tarrant County Criminal Court #8

## ESSENTIAL COMPONENTS

- Judges do not only consider evidence provided by the parties, rule on motions, and decide cases.
- Increasingly, information used to make a judicial policy is provided to the court by programs and services annexed to the court and the case.
- These services, programs, and infrastructure constitute the court's Essential Components.

## ESSENTIAL COMPONENTS

- Essential Components greatly impact court performance and the quality of justice.
- Without effective Essential Components, court performance is compromised and litigants neither feel nor are well served.

## ESSENTIAL COMPONENTS

- Essential Components are of several types and serve several functions.
- Case Preparation
- Adjudication & Enforcement
- Court Infrastructure
- Program Management & Evaluation

## CASE PREPARATION

- Court leaders oversee programs that assist parties in preparing their case and in gathering information used in the judicial decision-making process. The activities can involve pre-filing case preparation, pre-trial case preparation, gathering information relevant to the resolution of the dispute, and educating parties about the process.

## CASE PREPARATION (Cont'd)

- **Knowledge, Skills and Abilities**
- Ability to identify programs and services supporting preparation of cases is needed in the community served by the court, the ability to find or develop such programs and services;
- Knowledge of the role and objectives of programs that investigate or initiate cases such as children's protection services, the grand jury, and pre-trial services and probation;

## CASE PREPARATION (Cont'd)

- Knowledge of programs and services that provide information to the court on indigency issues, detention alternatives, and jail crowding;
- Knowledge of types of treatment and referral recommendations, and information such as drug testing results provided to problem solving courts and how to organize and manage these services;

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## CASE PREPARATION (Cont'd)

- Knowledge about when the court must appoint counsel, supported by investigators and experts when necessary, in criminal and juvenile cases and how to coordinate programs providing adequate representation;
- Skill to coordinate services providing clinical, forensic, psychiatric, or psychological evaluations of a party's mental state or treatment options in criminal, juvenile, child abuse and neglect cases;

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## CASE PREPARATION (Cont'd)

- Ability to coordinate legal research provided to judges by research attorneys, whether in-house or contractual;
- Knowledge of probation services that provide the court information about factors relevant to sentencing and sentencing alternatives;

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## CASE PREPARATION (Cont'd)

- Skill in collaborating with community resources and referral programs to help litigants with housing, education, and health needs, jobs and in offering resources to support pre- or post-trial detention alternatives, diversion, mediation, or counseling services for litigants and victims.

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## ADJUDICATION & ENFORCEMENT

- Cases can be resolved through traditional judicial processes or through Diversion Programs. Court leaders must be aware of alternative approaches and what is needed to support them. Court leaders must also manage the preparation and maintenance of the court record. Enforcement of court orders is essential to the rule of law and the integrity of the judicial process and judicial decisions.

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## ADJUDICATION & ENFORCEMENT

- **Knowledge, Skills and Abilities**
- Ability to manage court record keeping function to produce a complete, accurate, and timely record of judicial actions and decisions;
- Ability to establish court records management policies and practices, including record preparation, records retention, public access, and privacy protections;

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## ADJUDICATION & ENFORCEMENT

- Ability to organize and manage the creation of the verbatim record and provide the record on appeal, including court reporters and electronic recording (audio and video), in a timely manner;
- Ability to manage a cost-effective program that provides sufficient jurors in a timely manner who represent a cross section of the community;

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## ADJUDICATION & ENFORCEMENT

- Ability to establish and maintain a program that provides qualified interpreters when required;
- [Texas Dept of Licensing and Regulation](http://www.texas.gov/department/texas-department-of-licensing-and-regulation)
- ([www.license.state.tx.us/court/court.htm](http://www.license.state.tx.us/court/court.htm))
- Language Line

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## ADJUDICATION & ENFORCEMENT

- Ability to provide services and technology to supporting the presentation of evidence;
- Knowledge of the application of case-flow management principles to Essential Components;
- Knowledge of probation practices, services, and programs related to sentencing;
- Skill in coordinating sentencing alternatives, including intermediate sanctions, community corrections alternatives, and traffic safety programs;

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## ADJUDICATION & ENFORCEMENT

- Knowledge of follow-up treatment and post-judgment activities of problem solving courts;
- Ability to collect fees, forfeitures, and other judgments to enforce judgments;

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# BREAK



Friends Don't Let Friends Drive Drunk

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## COURT INFRASTRUCTURE

- Court leaders must be able to acquire and effectively manage the court facilities and infrastructure within which the court operates. This includes courthouse security and facilities, how they are used, and their environmental aspects.

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## COURT INFRASTRUCTURE

- **Knowledge, Skills and Abilities**
- Knowledge of court facility design options and the impact of facilities on public perceptions, access, court performance, people flow, workflow continuity, and staff effectiveness;
- Knowledge of the Americans with Disabilities Act requirements regarding access and use of facilities;
- Skill to assist program planners and architects in the design of court facilities;

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## COURT INFRASTRUCTURE(Cont'd)

- Ability to determine the appropriate location of court services;
- Ability to identify alternative work practices and physical modifications to improve employee workplace ergonomics, safety, effectiveness, and performance;
- Ability to modify business practices and physical characteristics of the workplace to avoid or alleviate court employee and judicial space concerns and issues; effectiveness, and performance;

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## COURT INFRASTRUCTURE(Cont'd)

- Knowledge of security, including the courthouse and its perimeter, courtrooms, and other offices and how to work with others to maintain and improve courthouse and courtroom security and safety;
- Knowledge of prisoner transportation and detention issues as they affect case management, facility, and other needs;
- Knowledge of court communication needs and alternative technologies available to meet them;

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## COURT INFRASTRUCTURE(Cont'd)

- Ability to specify communication needs of the court for telecommunications, information technology, and court security to architects and contractors;
- Ability to serve as an effective liaison to agencies outside the court supplying essential services to the court, such as personnel, fiscal and financial, purchasing, collections, or physical infrastructure and utilities;
- Ability to develop and implement effective security, disaster recovery, and business continuity plans.

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## PROGRAM MANAGEMENT & EVALUATION

- Court leaders must lead, oversee, coordinate, and evaluate Essential Components. This requires an understanding of what services they provide, service delivery model alternatives, funding, and evaluation. Essential Components and other court and justice system operations and workflows must also be aligned with and support the judiciary's purposes and roles.

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## PROGRAM MANAGEMENT & EVALUATION

- Knowledge of the roles, functions, operations, and values of all the agencies, programs, and services that provide the court with Essential Components and their impact on court performance and specific court operations;
- Ability to manage Essential Components so as to promote justice values such as independent and impartial judicial decisions, due process, equal protection, fairness, consistency, and predictability;

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## PROGRAM MANAGEMENT & EVALUATION

- Skill in working with others to solve justice system problems such as jail crowding;
- Knowledge of alternative service delivery models, including outsourcing and use of volunteers, interns, practicum students, and community service organizations;
- Knowledge of alternative case management techniques, practices and programs;

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## PROGRAM MANAGEMENT & EVALUATION

- Ability to use information systems and technologies to support program operations and to link the court and all other aspects of the justice system;
- Knowledge of funding alternatives and which funding models are appropriate for which programs and services;
- Skill in allocating and, when necessary, acquiring needed funding, technology, and other resources needed;

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## PROGRAM MANAGEMENT & EVALUATION

- Ability to read and understand accounting reports;
- Ability to develop relevant measures and measurement systems to monitor and evaluate, to hold them accountable, as well as to achieve expected outcomes for litigants, including fair, efficient, and prompt case processing;
- Skill to create needed collaborative partnerships among courts, ancillary programs, community services, non-profits, and legislative and executive branch agencies at the state and local level.

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## ESSENTIAL COMPONENTS (Criminal)



National Association for Court  
Management (NACM)  
([www.nacmnet.org](http://www.nacmnet.org))

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Thank You



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