



TEXAS A&M UNIVERSITY

Public Policy

Research Institute

# **The Hidden Backbone of Justice**

## *Insights into Staffing Levels and Salaries of Court Support Personnel*

A Report to the Texas Judicial Branch  
Office of Court Administration

Office of the Court Administration (OCA)  
c/o Megan LaVoie, Administrative Director  
205 W. 14th St.,  
Suite 600  
Austin, Texas 78701-1614

Dear OCA and Ms. LaVoie,

On behalf of the Public Policy Research Institute (PPRI) at Texas A&M University please find enclosed the final report titled, “The Hidden Backbone of Justice: Insights into Staffing Levels and Salaries of Court Support Personnel,” reviewing the staffing levels and salaries of clerks and court personnel in Texas. OCA requested the report to conduct research required by the Texas legislature.

As a response to the request, the research team at PPRI conducted a staffing analysis of court and clerks’ offices across Texas. We conducted the study between March and December 2024. We utilized mixed methods to understand the current staffing levels, staffing challenges, and the associated salaries of court and clerk staff. Data collected comes from an online survey, virtual semi-structured interviews, and administrative data. The research team analyzed more than 400 survey responses, 36 interviews, and 181 datasets from individual Texas counties. We validated these findings with Delphi panels and cognitive interviewing techniques.

The PPRI was established by the Texas Legislature in 1983 to conduct research to inform policymaking in Texas and beyond. The institute currently has about 25 full-time research staff with different levels of expertise, from PhDs in economics, political science, and public health, to other applied research experience in criminal justice, education, and other areas. Since its inception, the PPRI has secured more than \$150 million in externally funded projects averaging between \$4 and \$6 million a year. The PPRI has conducted research on behalf of federal, state, private, and international clients such as the Department of Justice, National Science Foundation, National Institutes of Health, Texas Department of Transportation, Texas Education Agency, Office of Court Administration, Texas Indigent Defense Commission, Arnold Ventures, Robert Wood Johnson Foundation, and the United Nations. Policy reports by PPRI have been featured by national news media outlets and cited by policymakers such as the Attorney General, Secretary of Education, and the President of the United States.

The research team appreciates all the support and feedback from OCA and Texas county representatives. The report highlights the state of the workload of court support personnel in Texas. PPRI deeply appreciates the opportunity to work with OCA and Texas county representatives, and we hope you find this report helpful in guiding the state’s next steps in improving the judicial branch of Texas.

Sincerely,  
Georges Naufal, PhD  
Public Policy Research Institute – Texas A&M University

# Table of Contents

Executive Summary.....	6
Purpose and Scope .....	6
Key Findings .....	6
Recommendations .....	8
Conclusion .....	9
Introduction.....	10
Purpose/Scope .....	11
Methods .....	11
Survey and Interviews .....	12
Texas Public Information Act Requests .....	14
Delphi Panels and Cognitive Interviews .....	15
Perceptions of Current Staffing Levels and Salaries .....	15
Survey Results.....	16
Demographics of Respondents.....	16
Workload Perceptions .....	18
Perceptions on Hiring and Retention .....	23
Salary Perceptions .....	32
Analysis of Interviews .....	34
Court Personnel Workload.....	35
Court Personnel Staffing .....	36
Overall Impressions from Court Personnel Interviews .....	37
Clerks' Workload.....	37
Staffing for Clerks' Offices .....	39
Overall Impressions from Clerks Interviews.....	40
Current Staffing Levels and Salaries.....	41
Current Position Titles .....	41
Current Compensation .....	45
Court Support Personnel Salaries Compared to Cost of Living.....	50
Recommended Salary Range for Court Personnel and Clerk Staff .....	52
Optimal Staffing Formula .....	54
Conclusions and Lessons Learned .....	57
Recommendations .....	59

Appendices .....	61
Appendix A: Counties with Assigned Strata (Alphabetical) .....	62
Appendix B: No Public Information Act Request Data .....	65
Appendix C: Survey .....	66
Appendix D: Interview Questions .....	84
Appendix E: Personnel Titles and Salaries .....	85
Appendix F: Annotated Bibliography.....	122
Appendix G: Main Functions and Tasks List .....	128

## List of Figures

Figure 1: Timeline of 2024 Study .....	12
Figure 2: Counties Organized by Stratum.....	13
Figure 3: Survey Response Distribution compared to Texas Population Density.....	16
Figure 4: Survey Responses by Role .....	17
Figure 5: Survey Respondent Length of Time in Role – Court.....	17
Figure 6: Survey Respondent Length of Time in Role – Clerks.....	18
Figure 7: Percentage of Survey Respondents by Perceived Workload – All .....	19
Figure 8: Percentage of Survey Respondents by Perceived Workload – Court .....	19
Figure 9: Percentage of Survey Respondents by Perceived Workload – Clerk.....	20
Figure 10: Sufficient Staff to Address Workload - Courts and Clerks .....	21
Figure 11: Sufficient Staff to Address Workload – Urban Counties .....	21
Figure 12: Sufficient Staff to Address Workload – Rural Counties.....	22
Figure 13: Sufficient Staff to Address Workload – By Stratum.....	22
Figure 14: Responses to How Difficult It Is to Hire New Employees .....	23
Figure 15: Difficulty Hiring New Employees by Court and Clerk.....	24
Figure 16: Difficulty Hiring New Employees - Urban.....	24
Figure 17: Difficulty Hiring New Employees - Rural.....	24
Figure 18: Importance of Salary, Benefits and Location to Hiring Employees .....	25
Figure 19: Willingness of Hiring Candidates to Relocate - Courts.....	26
Figure 20: Willingness of Hiring Candidates to Relocate - Clerks .....	26
Figure 21: Willingness of Hiring Candidates to Relocate - Urban.....	27
Figure 22: Willingness of Hiring Candidates to Relocate - Rural .....	27
Figure 23: Percent of Respondents who Indicated this Position was Most Difficult to Hire - All.....	28
Figure 24: Percent of Respondents who Indicated this Position was Most Difficult to Hire - Court ..	29
Figure 25: Percent of Respondents who Indicated this Position was Most Difficult to Hire - Clerks ..	29
Figure 26: Percent of Respondents who Indicated this Position was Most Difficult to Retain - All ...	31
Figure 27: Percent of Respondents who Indicated this Position was Most Difficult to Retain - Court .....	32
Figure 28: Percent of Respondents who Indicated this Position was Most Difficult to Retain - Clerk	32
Figure 29: Percent of Respondents who Felt Colleagues are Not Compensated Fairly .....	33

Figure 30: Percent of Staff Under Living Wage by County .....51

## List of Tables

Table 1: Coded Responses to Survey Item on Additional Supports Needed .....23

Table 2: Survey Responses to "Other" Positions Being Most Difficult to Hire.....28

Table 3: Open-ended Responses to Difficulty Filling Positions .....30

Table 4: Survey Responses to “Other” Positions Most Difficult to Retain .....31

Table 5: Common Examples on Feedback from Interviews .....34

Table 6: 2023 Filled Positions by Title and Strata – Court Staff .....42

Table 7: 2023 Filled Positions by Title and Strata – Clerk Office Staff .....44

Table 8: 2023 Salaries by Title and Stratum – Court Staff .....46

Table 9: 2023 Salaries by Title and Stratum – Clerk Office Staff .....48

Table 10: Percent of Employees Below Living Wage by Stratum.....51

Table 11: Number of Employees Earning Below Living Wage and Amount Needed to Raise Salaries  
.....52

Table 12: Recommended Salary Ranges by Title .....53

Table 13: Estimated Time Per Function – Court Formula.....56

Table 14: Estimated Time Per Function – Clerk Formula .....56

# Executive Summary

The following report, "The Hidden Backbone of Justice: Insights into Staffing Levels and Salaries of Court Support Personnel," was commissioned by the Texas Office of Court Administration (OCA) in response to a legislative rider to assess the staffing levels and salaries of court personnel across Texas. Specifically, the study looks at district courts, statutory county courts, statutory probate courts, and OCA children's courts. Although not required to participate, District and County Clerks' Offices were invited to take part in the study, given that staffing levels in courts can impact clerks' offices, and vice versa.

Conducted by the Public Policy Research Institute (PPRI) at Texas A&M University, the study evaluates the perceptions of workload, hiring challenges, retention issues, and compensation disparities. Additionally, it provides data-driven recommendations to optimize staffing levels and salaries to enhance the efficiency and effectiveness of the Texas justice system. In addition to the study, PPRI developed a tool for offices to use to project appropriate administrative staffing support for their respective operations. Lastly, recommended appropriate salary ranges were developed for courts and clerks' office staff.

## *Purpose and Scope*

The study employed a mixed-methods approach, combining qualitative and quantitative research methods:

1. **Clerk and Court Staff Salary Collection:** In a first of its kind effort, PPRI collected information on court and clerks staffing levels and salary from 181 of 254 counties gathered through Texas Public Information Act requests.
2. **Salary and Staffing Perception Survey of Managers:** Surveys were distributed to over 1,200 judges, senior court staff court, and clerks' office personnel, with 403 completed responses analyzed.
3. **Interviews:** Thirty-six structured interviews were conducted with staff ranging from court administrators, clerks, judges, court reporters and court coordinators, providing in-depth insights into staffing realities, tasks, and workload.
4. **Validation Techniques:** Findings from interviews were refined through Delphi Panels and cognitive interviews to ensure relevance and accuracy and used to draft initial staffing tools.

## *Key Findings*

1. **Staffing Perceptions:**
  - o Across both court and clerks' staff, a majority of respondents (72%) reported that their workload was heavy.
  - o By contrast, 57% of court staff and 54% of clerk staff reported their current staffing levels were sufficient to address workloads effectively.
  - o There is significant variation in this perception between urban and rural counties with 55% of urban court staff reporting they **did not have sufficient staff** and 60% of

urban clerk staff reporting the same. Their rural counterparts reported 29% and 43% **did not have sufficient** staff respectively.

- When interviewed about key staffing needs, judges and court staff reported needing more courts, staffing attorneys, and judges to meet the demand; followed by improved technology integration that can work across agencies and platforms at the county and district levels.

## 2. **Hiring and Retention:**

- Both court and clerk staff (45%) reported hiring new employees to be somewhat extremely difficult.
- Hiring difficulties were more pronounced in clerks' offices (54%) compared to court support roles (36%), with most clerk staff having been in their role less than 5 years.
- When surveyed about the most important factors impacting hiring, 97% of those surveyed indicated that salary was the most important factor for hiring and retaining employees.
- Low pay relative to cost of living, lack of qualified applicants, and competition from larger counties or private employers were major barriers to hiring and retaining staff, particularly in rural areas.
- Retention issues were particularly acute in clerks' offices in rural and counties bordering urban areas where staff regularly leave for offers in neighboring counties or other higher paying positions within their respective county.
- In courts, court reporters were the hardest to hire and retain. On average, court reporters were often the highest paid court position, excluding the judge.

## 3. **Compensation:**

- There is profound variation in compensation levels in court and clerk staff across the state with some court and clerk staff being salaried as low as \$16,523 per annum in some rural areas.
- Comparatively, coordinator staff in urban areas average a salary of \$68,727 per annum.
- Salaries for many court and clerk positions fell below living wage standards. In urban counties, 42% of clerk staff make below the estimated local living wage in their roles. That number reaches as high as 47% in other areas of Texas.
- Clerks report having to hire most staff at entry level wages, and believe their staff are frequently underpaid relative to their workload and responsibilities, contributing to the high rate of turnover in District and County Clerks' offices.

## 4. **Workload Challenges:**

- Of those surveyed and interviewed, most court and clerk staff reported working in excess of 40 hours per week, most weeks in order to meet the demands of the job.
- In courts, the caseload had a far lesser impact on the perceived workload than expected. More impactful on staff workload was case type and complexity. Complex civil cases, probate, or criminal trials involving juries and serious criminal matters were more likely to extend a week.
- Judges and court staff in urban areas report the benefit of having staff attorneys to support complex legal work and administrative duties, while judges in surrounding areas believe that a shared staff attorney position would be a value add.

- District and County Clerks are responsible for a wide mandate including maintaining the data and record of the courts in their respective county or district. Often extending beyond clerical duty and into privacy protections, federal reporting requirements, and maintaining and updating case management software and databases.
- Clerks' offices often faced additional pressures from legislative mandates that require ever increasing granularity and precision in reporting, without accurately accounting for local costs or time. This is compounded by a lack of technology integration or any advanced technology at all, and limited resources for records management and jury administration at the county and district level.

#### **5. Technology and Resources:**

- While some counties utilized technology to improve efficiency, inconsistencies in adoption and implementation were noted.
- In some counties, case management systems employed by the courts may be different from the one employed by the clerks.
  - Even when all agencies use the same software, the version of that software may be out of date and incapable of meeting the demands of reporting requirements causing significant cost in time and resources to update systems and retrain staff.
- Courts and clerks emphasized the need for integrated case management systems and paperless workflows, which can often come with significant costs as well as further technical support from the state to meet ongoing reporting requirements.

## *Recommendations*

#### **1. Increase Salaries to Federal Living Wage and Set Suggested Pay Scale Statewide:**

- Nearly half of all clerk staff in Texas are paid below the estimated local Living Wage for their respective county.
- To address this disparity, the state should establish competitive salary ranges for court and clerk positions, considering cost-of-living variations across counties.
- To combat turnover, the state should prioritize raises for entry-level staff and positions with high turnover.
- The establishment of statewide recommended pay scales can encourage competitive salaries for court and clerk staff at the county level.
- To achieve this recommendation, the state should provide additional funding to counties to make up that gap in budget and the local living wage standard.

#### **2. Further Research and Analysis:**

- Over 70 counties did not submit the requested data regarding salaries and staffing. Among those that did, many conflated clerk and court positions.
- Further research would leverage these salaries, clean up discrepancies in the data and provide the opportunity to conduct a time study of court and clerk positions to more accurately measure workload.
- Moreover, a recurring theme was loss of staff to other county agencies. Further comparison between court staff and other relevant county positions can help



determine appropriate minimum pay levels.

### 3. Resource Allocation:

- There are limited statewide resources and professional opportunities for court and clerk staff in Texas. Training and professional development is typically provided through the Texas Association for Court Administration (TACA), the County and District Clerks Association (CDCAT), the Rural Association for Court Administration (RACA) and the Texas Association of Counties (TAC).
- Texas should explore additional resources to support training and support for court and clerk personnel to address legislative changes and new mandates including:
  1. Increased funding for technology modernization, including paperless initiatives, digital archiving, data management, and recordkeeping.
  2. Increased institutional support by OCA to assist courts and clerks in meeting legislative mandates via technical assistance.
  3. Increased financial resources for local training organizations to carry out ongoing support.

### 4. Specialized Support:

- Among court staff and judges, managing complex cases was reported as the highest challenge to workload. Case complexity can arise from complex questions of law, cases with multiple parties, and guardianship and probate cases that can stretch across the tenure of multiple judges.
- Funding for direct technical assistance to judges and clerks to help review case flow and best practices will support judges in meeting the judicial administration performance standards set by HB 2384 in 2023.
- Support counties in establishing shared resources for their courts including sub-coordinators and staff attorneys.

## *Conclusion*

This comprehensive analysis highlights critical gaps in staffing, compensation, and resources that undermine the operational efficiency of Texas courts and clerks' offices. The recommendations outlined in this report offer a pathway for jurisdictions to enhance their administrative capabilities, ensure equitable pay, and foster a more sustainable workforce. By addressing these challenges, the Texas judicial system can continue to uphold its commitment to delivering justice effectively and efficiently across all communities.

# Introduction

The judicial system in Texas is a decentralized network of courts and stakeholders who must work together for all Texans. Texas relies on almost 500 district courts and approximately 538 county-level courts to serve the justice system.<sup>1</sup> In addition, the Texas Office of Court Administration (OCA) oversees 73 child support and child protection courts with jurisdiction to resolve child support cases and assist rural areas in managing their child abuse and neglect cases<sup>2</sup>. All of these courts are supported by administrative personnel, some dedicated exclusively to the operations of that court and some who are a shared resource, who are essential to ensuring the efficient and effective operations of the justice system.

In addition to the specific court support personnel, each of these courts rely on County and District Clerks, and their staff, to maintain the justice system. Each of the 254 individual counties in Texas elects their own County and District Clerks, except for counties with a population of less than 8,000 where the County and District Clerk is a single individual<sup>3</sup>. The County and District Clerks' Offices are responsible for maintaining the records of the court, while also performing a host of other administrative and customer service roles that ensure seamless operations of other county functions.

Ensuring both the court support personnel and County and District Clerks' offices are appropriately staffed is necessary to maintain justice and deliver critical services to communities. However, little is known about the appropriate staffing levels for court support personnel and clerks' offices. Previous studies in the field focus primarily on caseloads and standards specifically for judges.<sup>4</sup> One study that investigated staffing levels of support staff for state Circuit courts found that staffing decisions are often based on case volume, backlog, and budget availability, while overlooking less quantifiable skills such as complexity of task, specialized skills needed, and leadership style or environmental variables.<sup>5</sup>

To better understand the ideal staffing levels for these courts and offices, the Texas Legislature mandated the Texas Office of Court Administration (OCA) conduct a court personnel workload analysis. The Public Policy Research Institute (PPRI) at Texas A&M University conducted this study in response to that request. The current study aims to build from these initial studies and analyzes the current and recommended staffing levels at courts and clerks' offices across Texas considering salaries, stakeholder perspectives, and other potential challenges. The data collection and analysis strategies elevate the role of the county as the unit of study and investigates the courts and clerks' offices within each. The study utilizes multiple methods including surveys, interviews, and Delphi

---

<sup>1</sup> Court Structure of Texas. <https://www.txcourts.gov/media/1457606/court-structure-chart-october-2023.pdf>

<sup>2</sup> OCA. <https://www.txcourts.gov/about-texas-courts/childrens-courts/>

<sup>3</sup> Texas Government Code. <https://statutes.capitol.texas.gov/Docs/GV/htm/GV.51.htm>. Of note, in counties with a population of less than 8,000, the County Commissioners' Court has the discretion to vote to employ both positions in their county.

<sup>4</sup> Ostrom, B.J. & Kleiman, M., & LaFountain, N. (2008). "Measuring Current Judicial Workload in Texas, 2007." *National Center for State Courts*; Ostrom, B.J. & Kleiman, M. (2010). "Minnesota Judicial Workload Assessment." *National Center for State Courts*.

<sup>5</sup> Gaskin, F. (2005). "An Analysis of Current Staffing in the Circuit Court Clerks' Offices in Maryland." *Institute for Court Management*, State of Maryland.

panels to qualify and validate administrative data on staffing collected from across Texas. The result is a comprehensive analysis of the staffing and salaries of Texas courts and clerks' offices. Ultimately, the findings and the associated formula are intended to be useful tools for jurisdictions to calculate and anticipate their staffing needs.

## Purpose/Scope

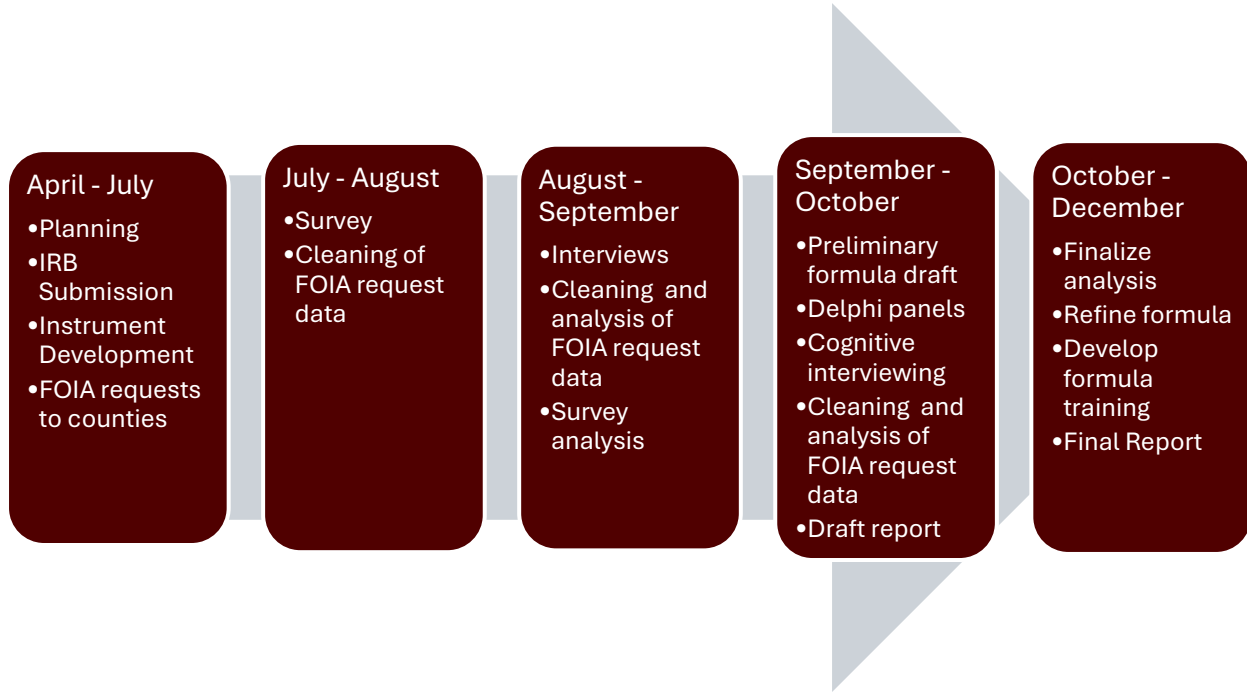
The purpose of this study is to:

1. Analyze the perceptions of current staffing and salary levels of court support and clerks' office personnel.
2. Gather feedback from stakeholders on court and clerk office workload challenges and additional supports needed.
3. Identify the current number of staff, associated titles, and associated salaries for each of the following in each county:
  - a. District courts
  - b. Statutory county courts
  - c. Statutory probate courts
  - d. Specialty children's courts
  - e. District clerk's offices
  - f. County clerk's offices
  - g. Combination clerk's offices
4. Develop a formula to project appropriate administrative staffing support for the above courts and clerks' offices to provide efficient and effective support for the operation of the courts.
5. Recommend appropriate salary ranges for courts and clerks' office staff.

## Methods

This study uses a mixed methods approach to comprehensively explore the perception of staffing levels and salaries of court support and clerks' office personnel. This study utilizes primary data collection methods, both surveys and interviews, as well as secondary data analysis of publicly available information from Texas counties. Secondary data is utilized mainly to identify the number of staff, respective titles, and associated salaries for the court support personnel of each county. To refine the deliverable of this project, the research team hosted two Delphi Panels and conducted a series of cognitive interviews. **Figure 1** provides a graphical representation of the study methods and timeline.

*Figure 1: Timeline of 2024 Study*



## *Survey and Interviews*

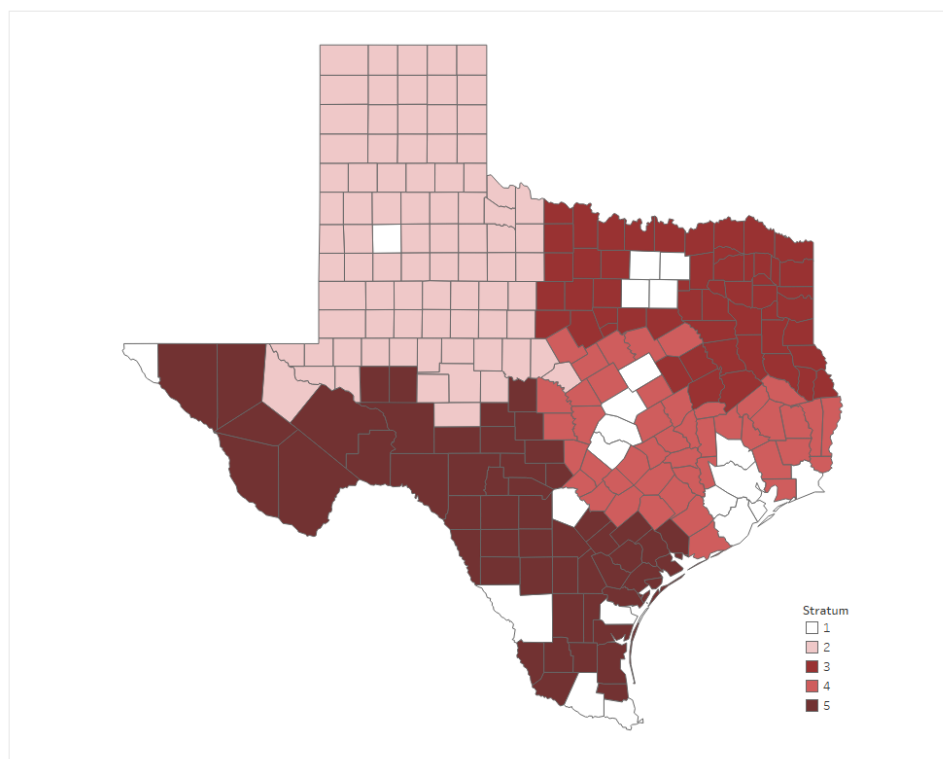
The research team created an online survey to capture a wide range of perspectives on a county's workload, staffing, hiring, and salaries. The research team distributed the survey electronically via Qualtrics to all elected district judges, county judges, specialty children's court judges, and to all elected county and district clerks. In the email distribution, the research team informed officials they could request a survey link be sent to anyone in their office whom they felt should answer the survey. In addition to the elected officials and their designees, the research team distributed the survey to a group of court administrators and managers.

The research team initially distributed the survey on July 12, 2024, and closed distribution on August 30, 2024. As a part of the survey distribution, the research team sent two emails reminding the participants to complete the survey, one every two weeks until the survey closed. In total, the survey reached 1,229 individuals. Of these, 465 opened the survey, 403 completed the demographic questions and 335 completed the survey. The majority of survey items were analyzed with descriptive quantitative techniques. The research team compared responses across the stratum and made note in the findings when the differences were relevant and analyzed the open-ended survey questions using a content analysis approach.

To validate and add context to the findings from the survey, the research team solicited participation in a series of follow-up interviews from county leaders and administrators. To ensure the participants of the interviews were representative of Texas, the research team organized the counties of Texas into

stratum by grouping all counties with population over 250,000 into one “urban” category<sup>6</sup>; then grouping the remaining counties by administrative judicial region (AJR)<sup>7</sup> for 5 groups total (**Figure 2**). This assumes all urban counties are similar and should be treated as one group regardless of geography but then allows for geographic differences in less urban counties. It also allows for each stratum to contain enough counties for a select-replace approach to invitation to participate in the interview process. A list of all counties and their assigned stratum is in the Appendix.

*Figure 2: Counties Organized by Stratum*



To recruit specific counties to interview, the research team randomly selected counties from each of the above strata and reached out to stakeholders for an interview. The research team utilized a select-replace approach for recruitment. Additionally, invitations to participate were also sent to 28 court managers and court administrators with whom the research team connected about the project. In total, the research team scheduled and completed 36 interviews with county clerks, district clerks, court administrators, court coordinators, court reporters, judges as well as members

---

<sup>6</sup> Rural/Urban Continuum Codes assign each county a number 1-9 based on population size and adjacency to metropolitan areas. Generally, 1-3 is considered more metropolitan or “urban” while codes 4-9 are considered Non-metropolitan or “rural.” See more information here - <https://www.ers.usda.gov/data-products/rural-urban-continuum-codes/> The research team selected urban to be equal to 250,000 to align with the RUCC categories.

<sup>7</sup> Administrative Judicial Region <https://www.txcourts.gov/organizations/policy-funding/administrative-judicial-regions/> For this study, the regions were combined in the following ways - Regions 9 and 7; Regions 8,1, and 10; Regions 2,3, and 11 and Regions 4,5,and 6.

of the OCA staff. Participants represented each of the strata. The research team halted recruitment once saturation occurred, meaning no new information was likely to be obtained through an additional interview.

Because the interviews guide further research processes and analysis, the research team relied on a primarily structured interview questionnaire. This ensured that all participants received the same questions, with allowance for specific questions related to their role in the county (see appendix for questionnaires). Most of the interviews were with one county official at a time but occasionally the official would opt to bring a colleague, and the research team would ask questions simultaneously. From the research team, 1-4 staff attended each interview with a lead interviewer doing the key role of question-asking.

To analyze the interview data, the research team combined a rapid analysis process alongside a content analysis approach. As the name suggests, rapid analysis is often less time consuming than traditional qualitative analysis. A rapid analysis process is well-suited for a mixed-methods study, such as this, to triangulate the findings of other research methods used. Additionally, a rapid analysis process is an often more deductive approach where the themes and questions to be answered are known beforehand, as is the case in this study. Because the research team intends to answer specific questions via the interview, a content analysis approach focusing on appearance of certain codes was the best fit.

### *Texas Public Information Act Requests*

Prior to the inception of this project, no aggregate database of court support personnel and County and District Clerk staff in Texas existed. Thus, this project sought to create an initial database that the research team and others could use to evaluate the number of staff, titles, and associated salaries of each title for the court support personnel of each county. The research team considered using online budget information to construct such a database. However, after reviewing a sample of budgets, the research team determined this data was not suitable for this effort as the data may not be up to date, often display aggregated data, and may not include the required information (such as titles, names, etc.).

To obtain the necessary information, the research team determined the best course of action would be to submit a Texas Public Information Act request (also known as a FOIA request) to each county. Public information requests allowed counties the ability to review the request, respond, and provide the latest data on their staff. For the requests, the research team attempted to identify the county official who held the human resource records or payroll records for each county and made the request to that official. If the county did not respond to the initial request, the research team sent a follow-up email reminding the county of the pending request approximately one month after the initial request. Where applicable, the research team followed publicized county procedures, such as submission to an online portal system or submission of request to a designated official. The submission of public information requests resulted in data returned from 181 counties in Texas. A list of all counties who did not respond to the request is found in the Appendix.

For each request, the research team used standardized text and provided an example structure of the data structure. However, it is important to note that while the law mandates county officials to

respond to public information act requests, they are not required to create new data or reports of their current data. This resulted in a lack of uniformity to the data that the research team received. Also, while court reporters and judges appear in the staffing and salary database, it is important to note that the dynamics of these roles differ from the other court support staff and clerk personnel.

### *Delphi Panels and Cognitive Interviews*

As a key deliverable, the research team developed a formula to model an optimal number of court support staff. From the interviews, it became clear the research team would need to develop two distinct formulas, one for court support staff and one for staff within clerks' offices. To refine the essential job functions outlined in the formula as well as accurately estimate the amount of time spent on each job function, the research team hosted two Delphi Panels, one for County and District Clerks' Office personnel and one for court personnel. The research team recruited participants for the Delphi Panels from previous participants in interviews and recommendations by OCA. Seven individuals participated in the County and District Clerks Panel and seven individuals participated in the court personnel Panel.

Upon the conclusion of the Delphi Panels, the research team chose to pursue a series of follow-up conversations using cognitive interview techniques to strengthen the findings from the panels and test the staffing formulas with engaged stakeholders. By asking participants to think about how they would answer these questions and if the current items captured what they intended, the research team was able to validate the findings, specifically the essential job functions and recommended time estimates for each job function, with the target user population of the formula<sup>8,9</sup>. The research team solicited participation in the cognitive interviews from previous interview participants and in collaboration with OCA staff. In total, 3 individuals participated in the review of the formula for County and District Clerks and 3 individuals participated in the review of the formula for court personnel.

## Perceptions of Current Staffing Levels and Salaries

To provide context to the staffing and salary information received from each county, the research team surveyed court personnel and clerks' office stakeholders about their workload, employee turnover and hiring, and salary perceptions. The research team saw consistent themes related to a perceived high workload, but low to moderate turnover. In addition, almost all stakeholders felt their group was undercompensated for the workload demands.

---

<sup>8</sup> Willis, G. B., & Artino, A. R., Jr (2013). What Do Our Respondents Think We're Asking? Using Cognitive Interviewing to Improve Medical Education Surveys. *Journal of graduate medical education*, 5(3), 353–356. <https://doi.org/10.4300/JGME-D-13-00154.1>

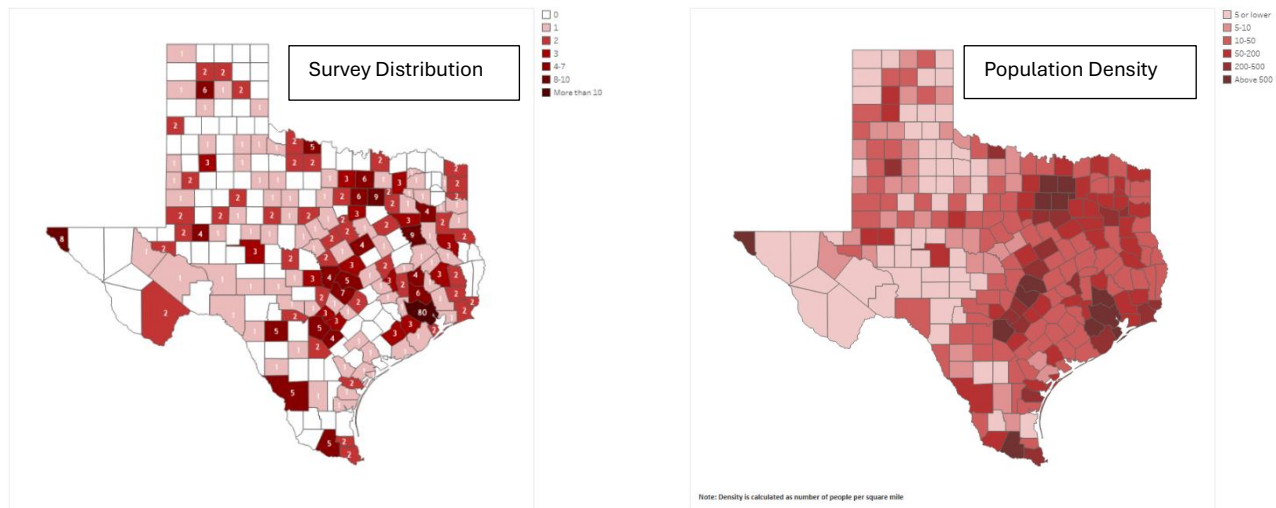
<sup>9</sup> Sexton, O., Pilley, S., d'Ardenne, J., & Bull, R. (2023). *Cognitive interviewing and what it can be used for*. National Centre for Research Methods. <https://www.ncrm.ac.uk/resources/online/all/?id=20816>

## Survey Results

### Demographics of Respondents

The 403 survey respondents represent 158 unique counties in Texas. **Figure 3** illustrates the distribution of the survey responses by county as compared to the population density of Texas. The figures depict respondents in a gradient ranging from the fewest to most responses. The responses were distributed across the state with a large number of responses from Harris County.

*Figure 3: Survey Response Distribution compared to Texas Population Density*

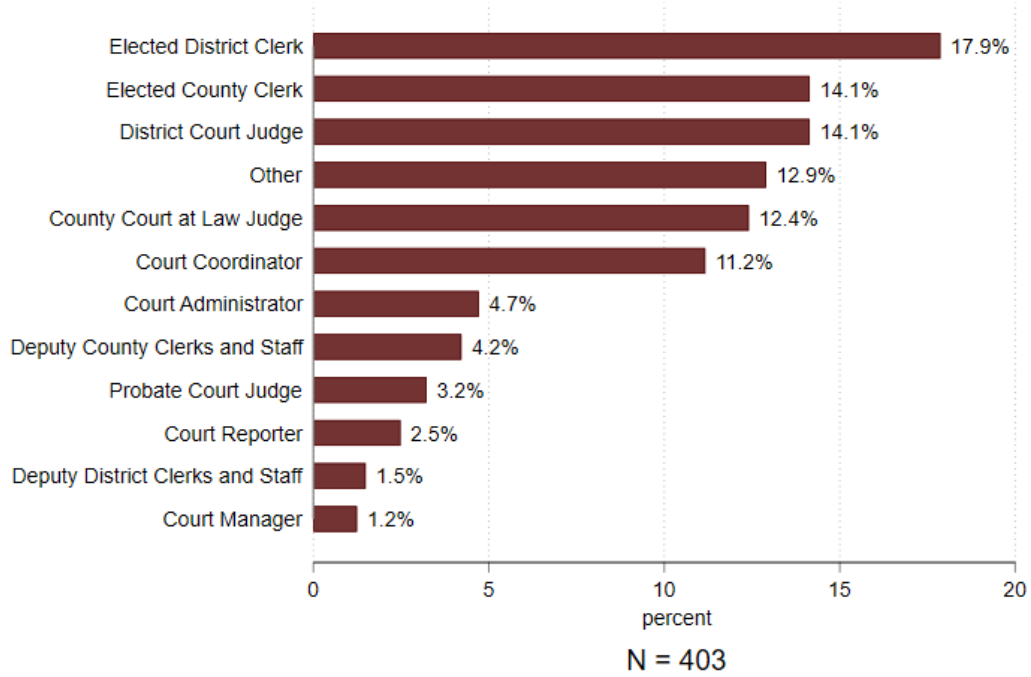


The survey asks respondents to identify their specific roles in the court system, allowing for the classification of their positions into distinct categories. **Figure 4** reveals a diverse array of roles held by survey respondents, encompassing positions such as County Court at Law Judge, Court Administrator, Court Coordinator, Court Manager, Court Report, District Court Judge, Probate Court Judge, Elected County Clerk, Elected District Clerk, and Deputy Clerks for both the County and District Clerks. Among these, the largest group of respondents identified themselves as Elected District Clerks, comprising 18% of the total. Following closely are Elected County Clerks and District Court Judges at 14%, respectively. Of those who indicated their primary profession was 'Other,' 35 respondents reported they primarily support the court, 6 respondents indicated they primarily supported the clerk's office, 4 respondents indicated their primary duties were in both branches of government. Seven respondents did not choose a primary branch of government.

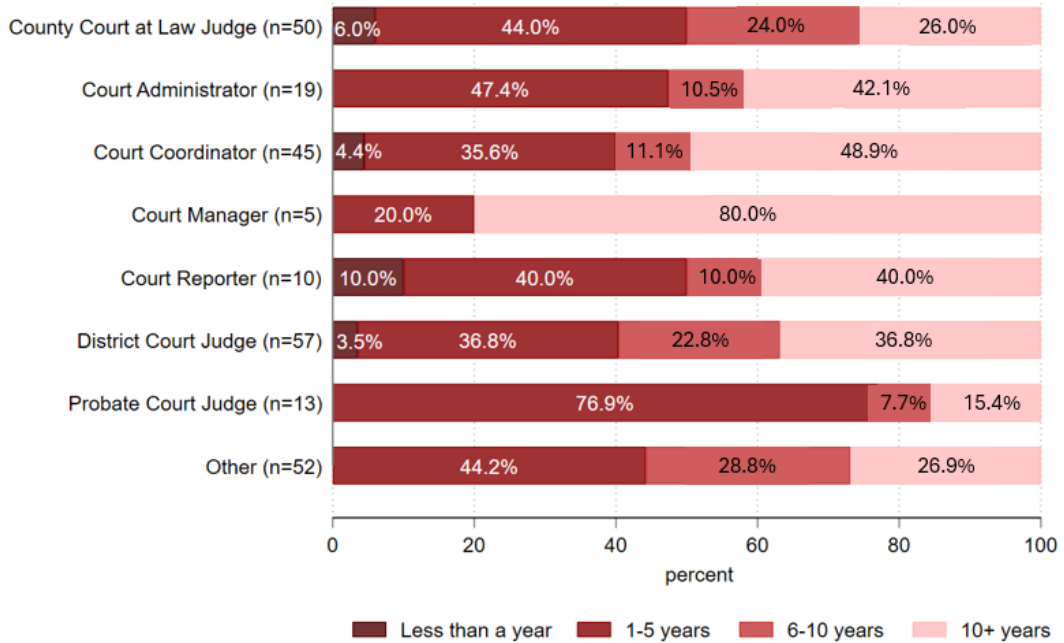
**Figure 5** and **Figure 6 Error! Reference source not found.** illustrate the length of time served across these various roles by court and then clerks. Across the roles in both court and clerks, between 40% and 50% have been at their job for less than 5 years. Court managers seem to have the longest job tenure, but the number of responses is only 5. Additionally, almost all respondents indicated they were employed full time in their primary role.



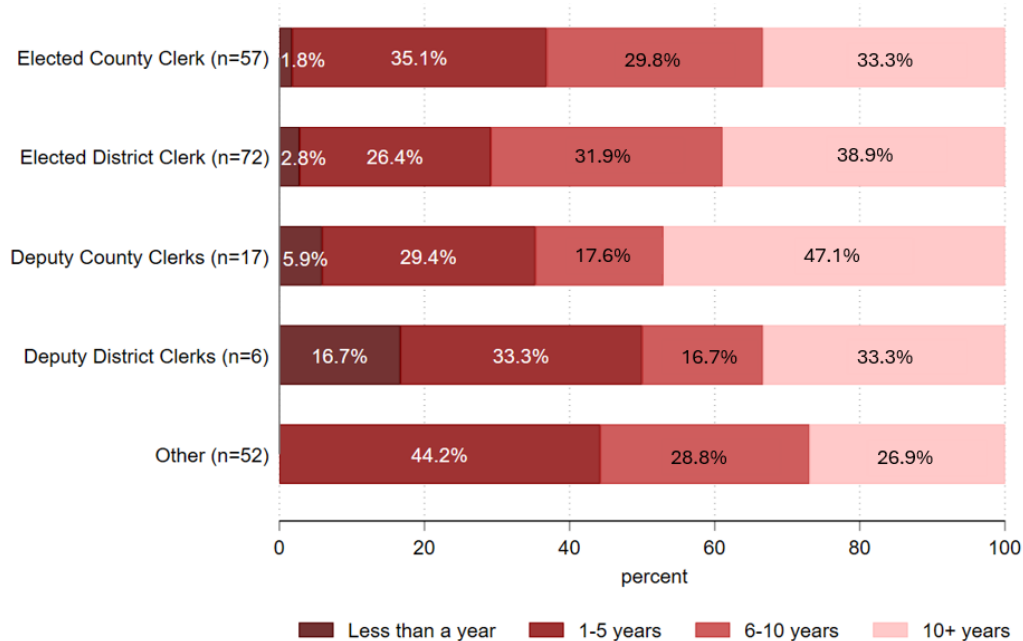
*Figure 4: Survey Responses by Role*



*Figure 5: Survey Respondent Length of Time in Role – Court*



*Figure 6: Survey Respondent Length of Time in Role – Clerks*

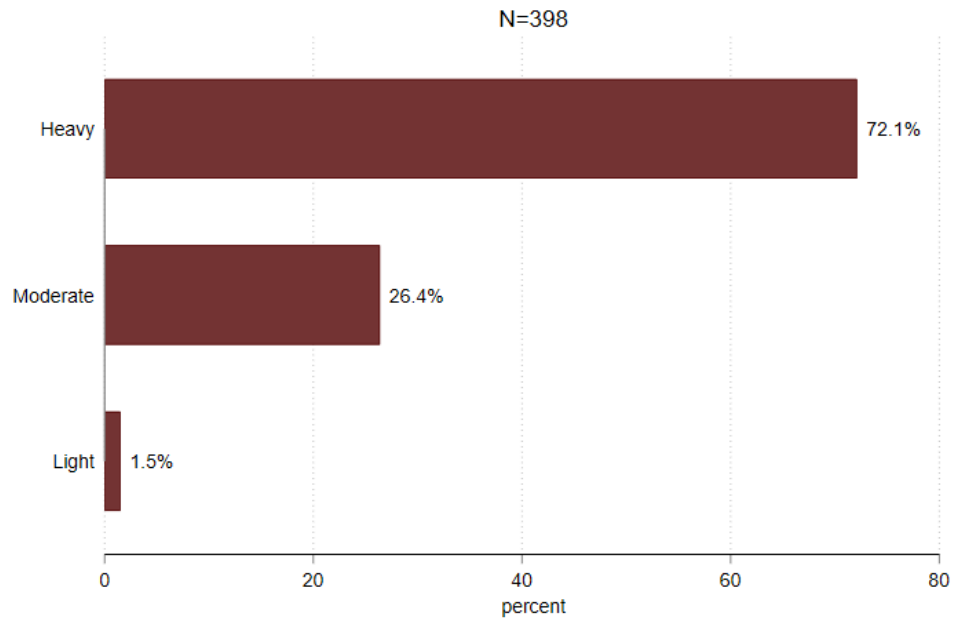


## Workload Perceptions

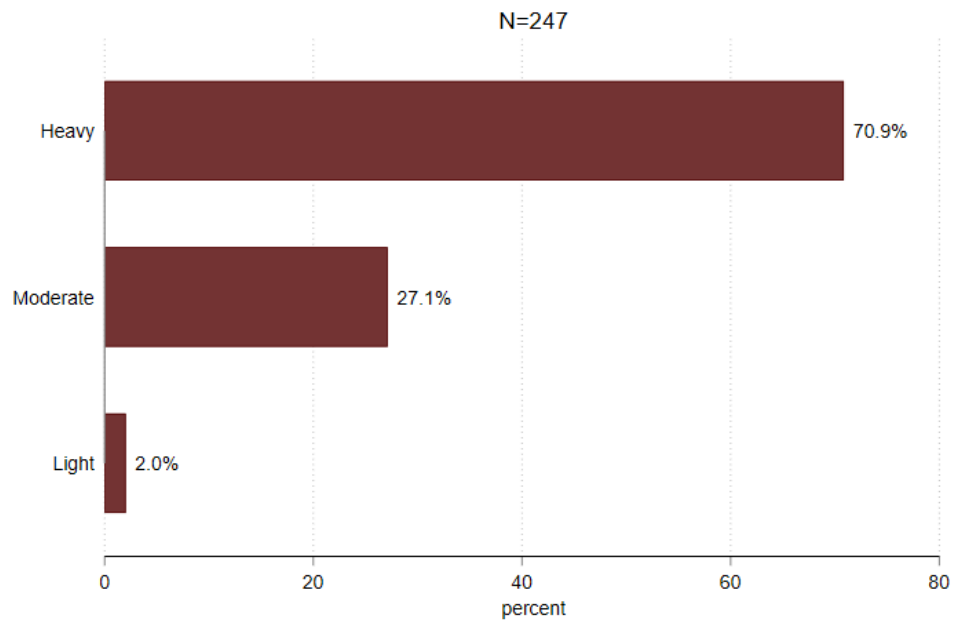
The overwhelming majority (72.1%) of respondents reported feeling their current workload is ‘heavy’ (

**Figure 7**). This remains true when comparing those who identify as court support personnel and clerk staff, where 70.9% and 70.0% respectively indicate their workload is ‘heavy’ (**Figure 8** and **Figure 9**).

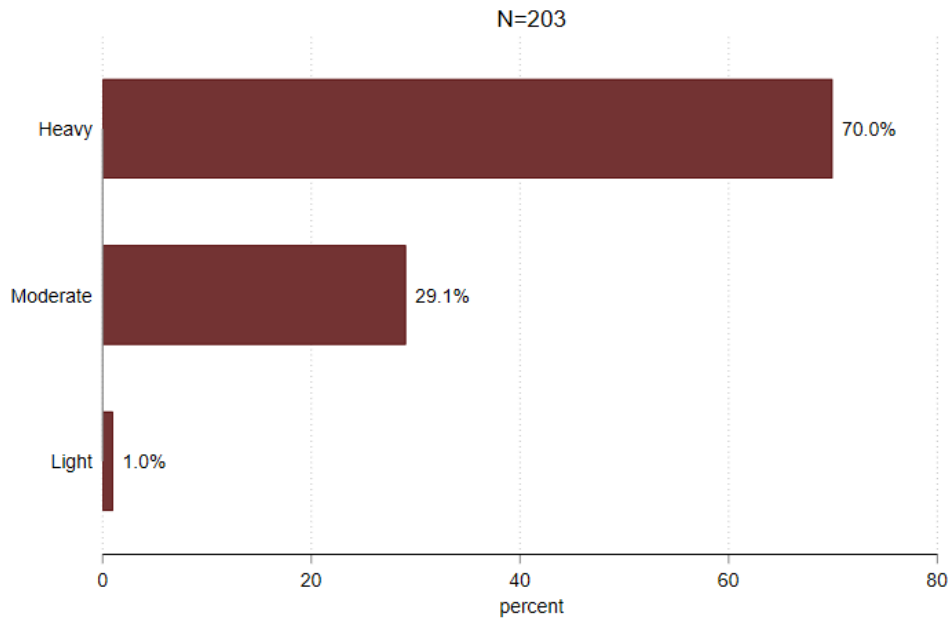
*Figure 7: Percentage of Survey Respondents by Perceived Workload – All*



*Figure 8: Percentage of Survey Respondents by Perceived Workload – Court*

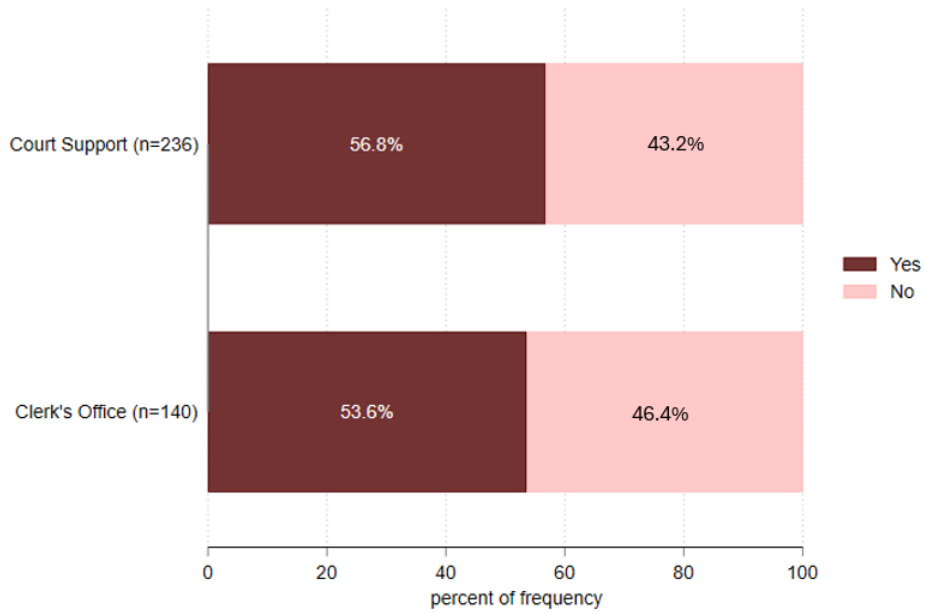


*Figure 9: Percentage of Survey Respondents by Perceived Workload – Clerk*

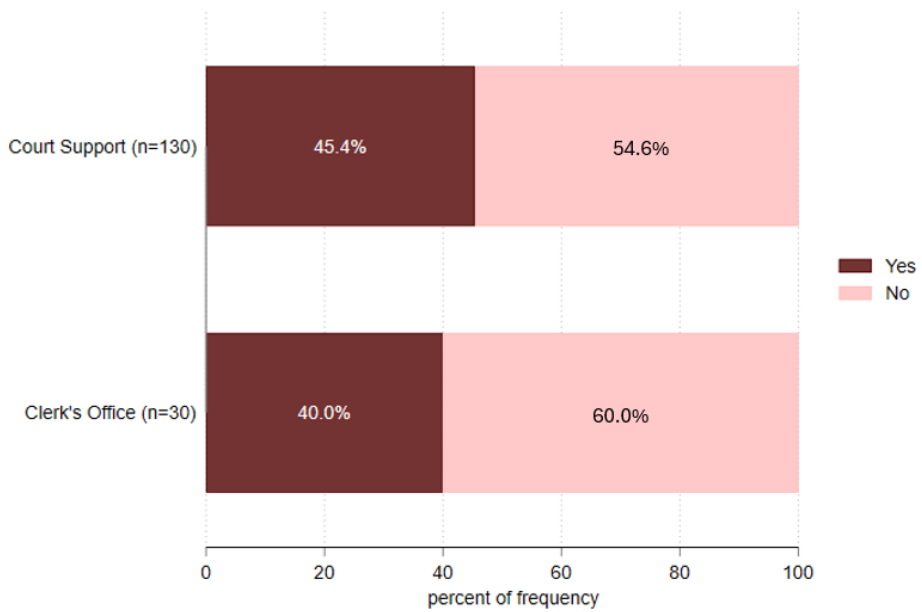


Despite the number of respondents who feel overwhelmed by their workload, approximately half of respondents, both court support personnel and clerk staff, feel the current number of positions in their offices are sufficient to address the workload of their offices (**Figure 10**). However, there is variation across size of county and type of office. Only 45.4% of urban county courts and 40.0% of urban county clerks' offices said their staffing was sufficient; compared to 76.8% of more rural county courts and 57.3% of rural county clerks' offices who agreed the staffing was sufficient (**Figure 11** and **Figure 12**). There are further differences by stratum (**Figure 13**). Additionally, approximately 76% of respondents reported there were no open positions in their offices.

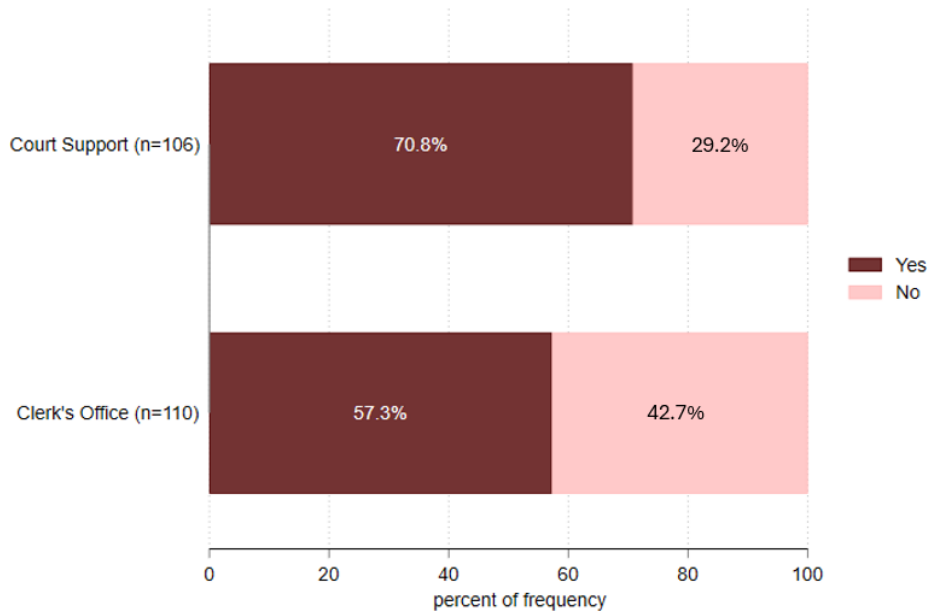
*Figure 10: Sufficient Staff to Address Workload - Courts and Clerks*



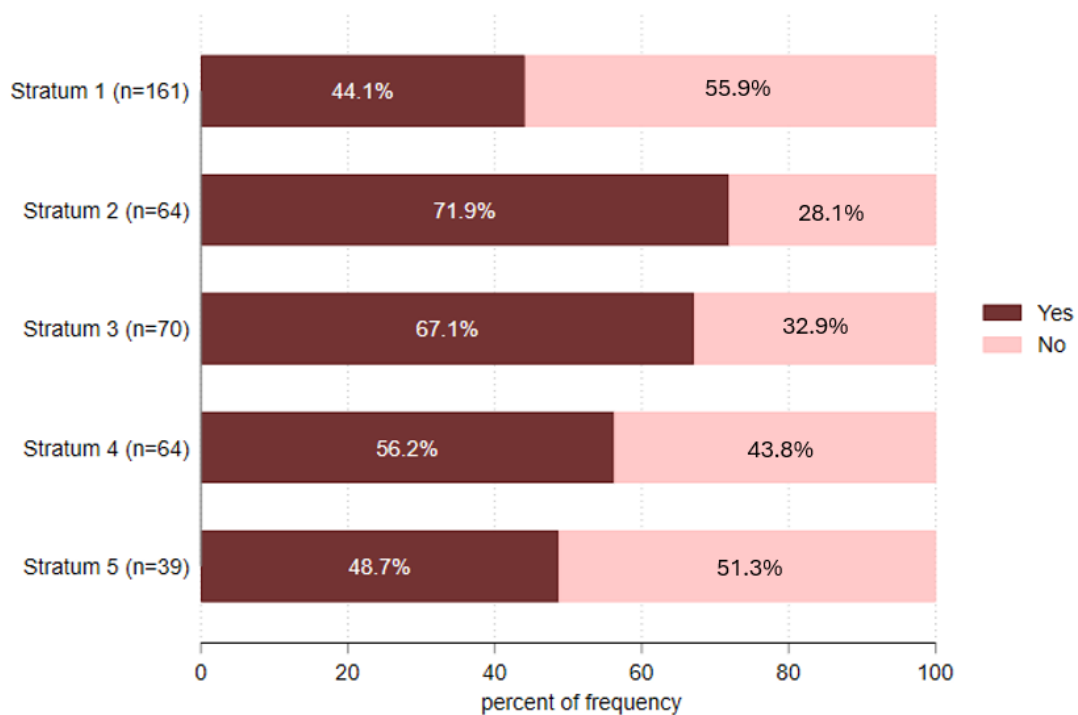
*Figure 11: Sufficient Staff to Address Workload – Urban Counties*



*Figure 12: Sufficient Staff to Address Workload – Rural Counties*



*Figure 13: Sufficient Staff to Address Workload – By Stratum*



The survey gives respondents the opportunity to share what additional support they need to make their workload more manageable. **Table 1** lists the most common responses. Respondents may have mentioned multiple supports in one response.

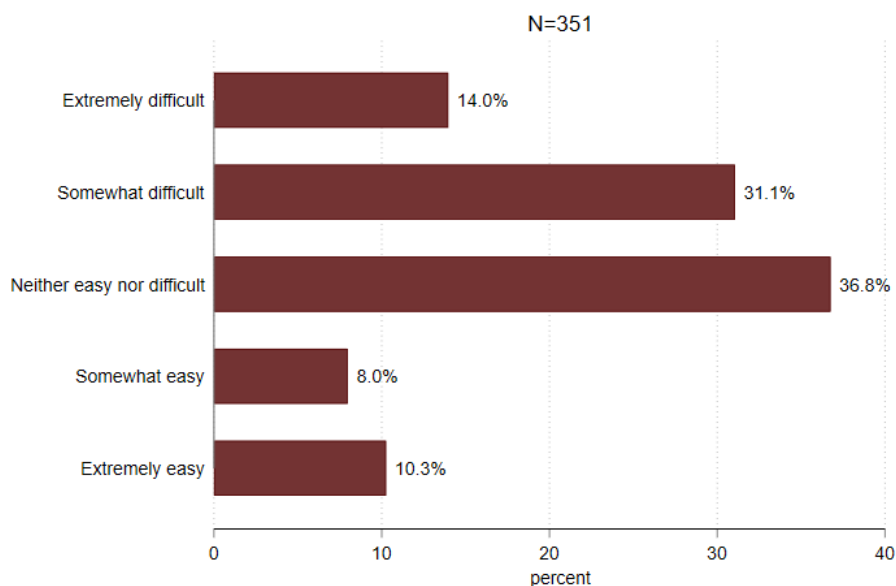
*Table 1: Coded Responses to Survey Item on Additional Supports Needed*

Response	Number of times mentioned
Additional staff which includes additional courts, attorneys, judges, and support staff	84
An integrated case management system that works across agencies within the jurisdiction	46
Additional or upgraded computers and technological support to perform their job duties	41
Improved e-file and online docketing/calendaring systems to improve efficiency	20
More, or improved, physical space and working conditions for their staff	15
More training opportunities and legislative updates	12

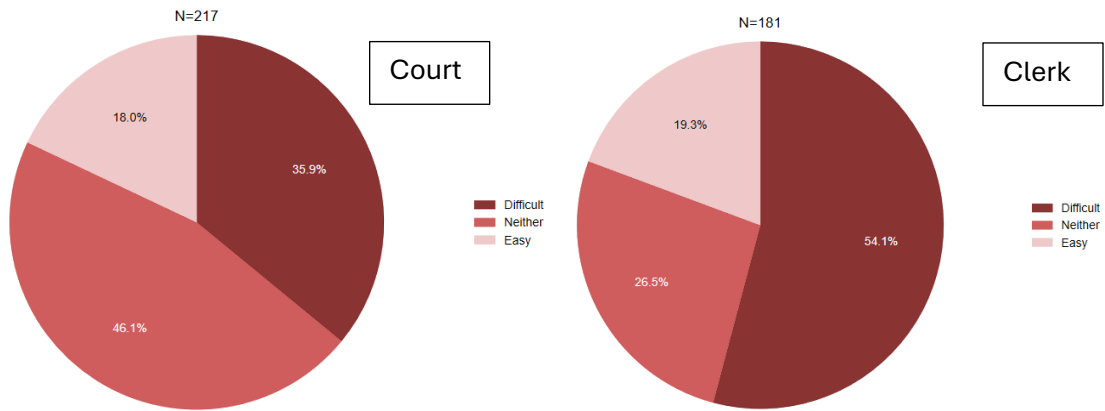
### Perceptions on Hiring and Retention

To fully understand the staffing and workload climate for court personnel and clerks’ offices, the survey asked respondents for their opinions on the difficulties with hiring new employees and retaining current employees. Overall, about 45% of respondents indicated it was difficult to hire new employees (**Figure 14**). For court support personnel, approximately 35.9% of respondents indicated it was difficult to hire new employees. By contrast, 54.1% of those affiliated with clerks’ offices indicated it was difficult to hire new employees (**Figure 15**). Rural county respondents indicated it was more difficult to hire compared to urban county respondents (**Figure 16** and **Figure 17**).

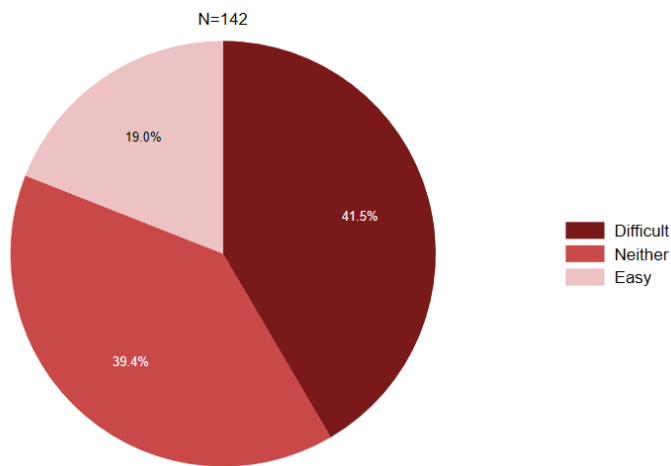
*Figure 14: Responses to How Difficult It Is to Hire New Employees*



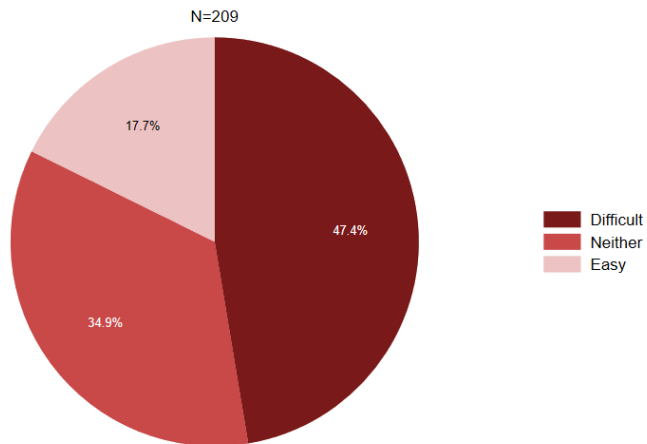
*Figure 15: Difficulty Hiring New Employees by Court and Clerk*



*Figure 16: Difficulty Hiring New Employees - Urban*



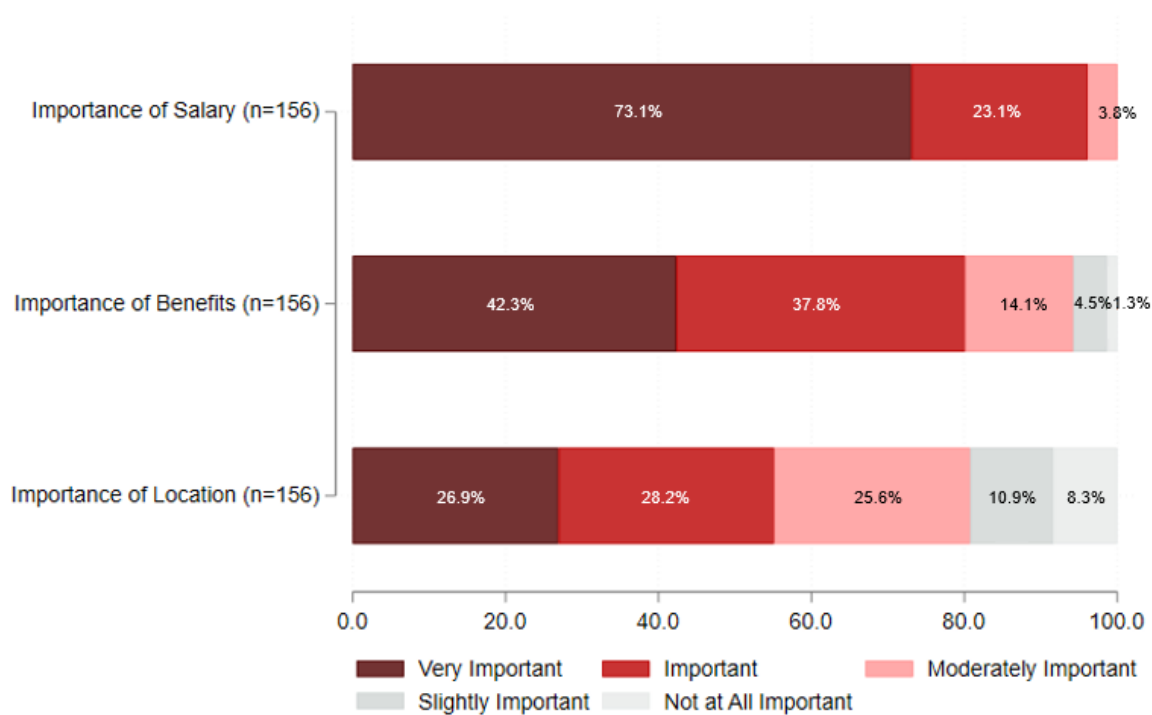
*Figure 17: Difficulty Hiring New Employees - Rural*





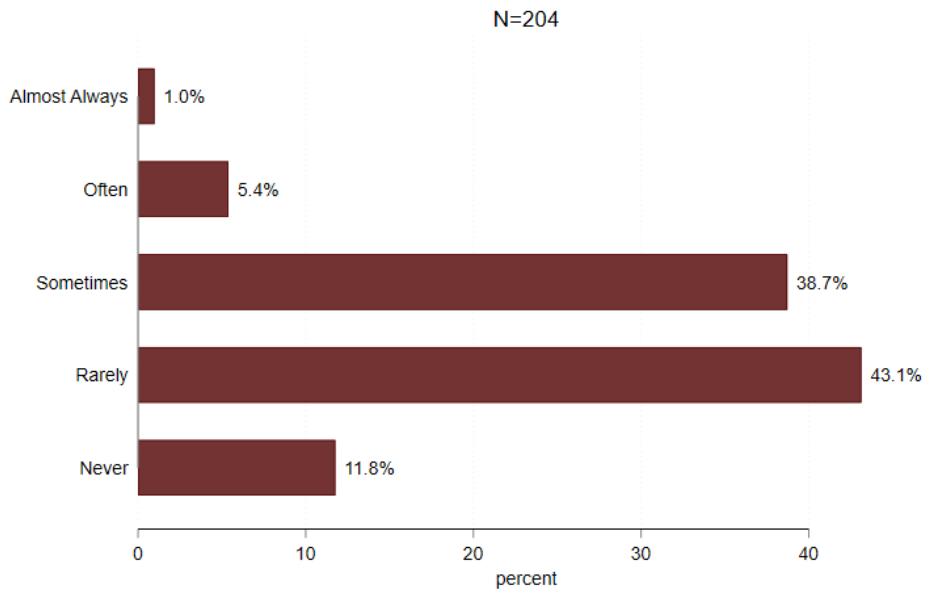
Among those knowledgeable about hiring, the majority felt that they could fill an open position between 30 to 90 days. Further, for those survey respondents who indicated it was difficult to hire new employees, they were asked to rate how important salary, benefits and location were to the hiring process (**Figure 18**). The overwhelming majority of respondents, regardless of role, indicated salary was a very important consideration. The respondents also considered benefits, such as vacation, health insurance and retirement package, to be very important as well. Fewer respondents indicated the location of the position was as important in the hiring process.

*Figure 18: Importance of Salary, Benefits and Location to Hiring Employees*

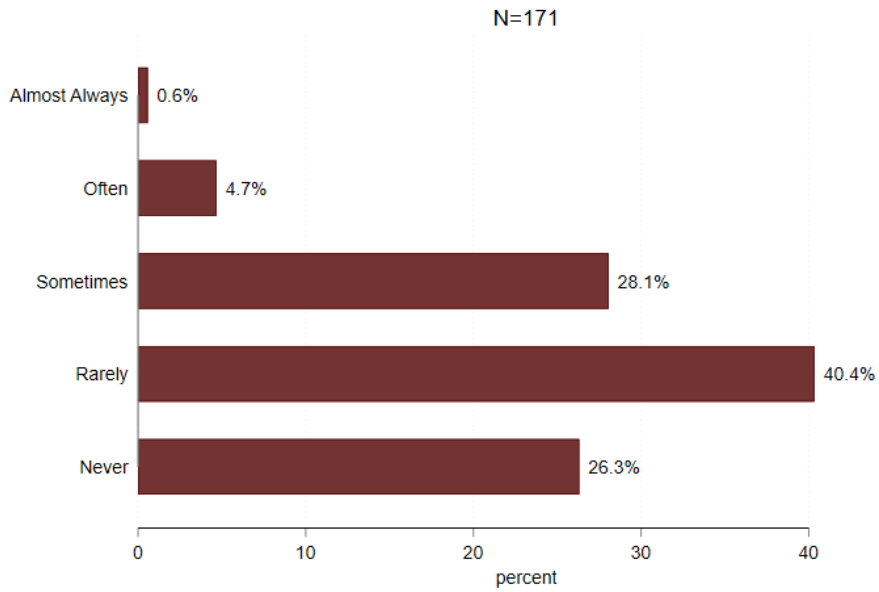


The survey also asked participants how often candidates are willing to relocate from outside the county or area. In the courts, almost 55% say candidates are rarely or never willing to relocate, compared to almost 67% for clerks' offices (**Figure 19** and **Figure 20**). There is a similar divide between urban and rural respondents with just over half of urban respondents saying a candidate will rarely or never relocate compared to 68% of rural respondents replying the same (**Figure 21** and **Figure 22**).

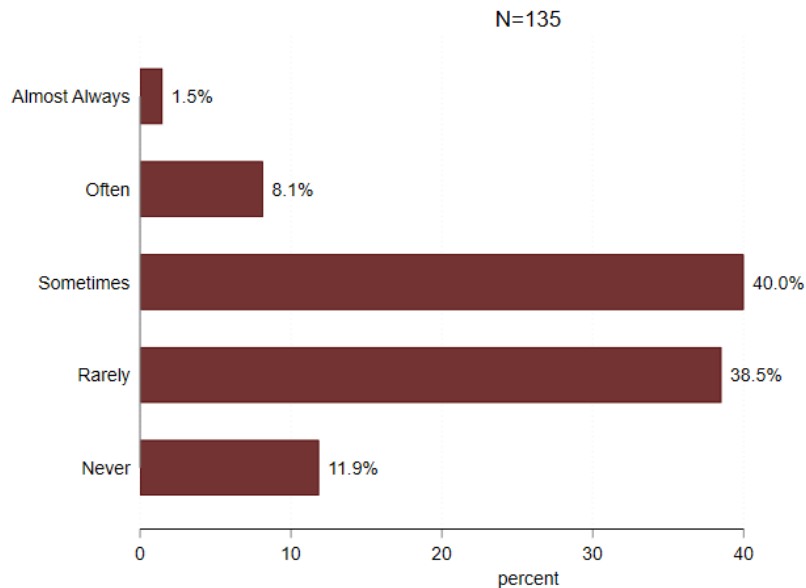
*Figure 19: Willingness of Hiring Candidates to Relocate - Courts*



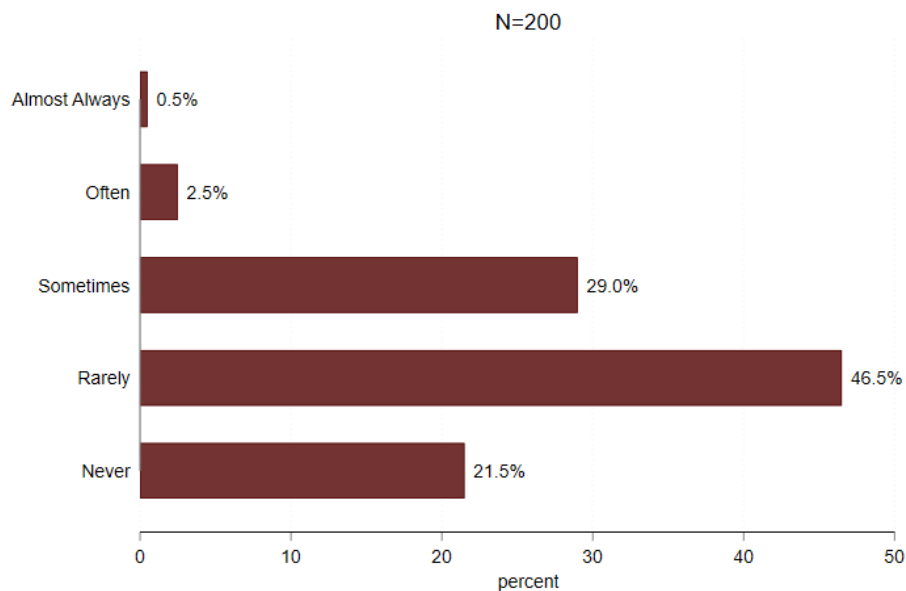
*Figure 20: Willingness of Hiring Candidates to Relocate - Clerks*



*Figure 21: Willingness of Hiring Candidates to Relocate - Urban*



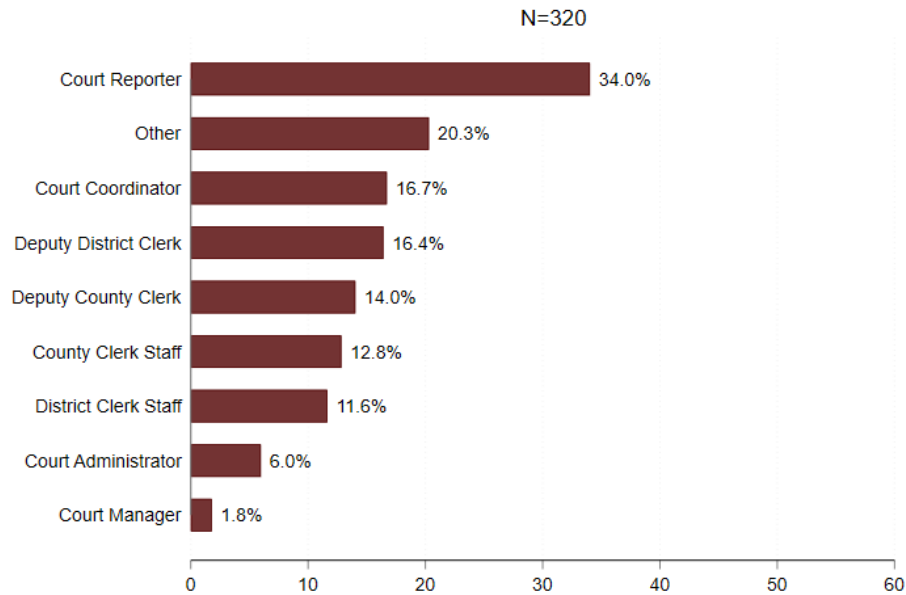
*Figure 22: Willingness of Hiring Candidates to Relocate - Rural*



In addition to the factors that contribute to the difficulty in hiring, respondents could identify the positions that were the most challenging to hire. Participants most frequently identified the Court Reporter (34%), Court Coordinator (17%), and Deputy District Clerk (16%). **Figure 23** illustrates the percent respondents identified positions as most difficult to hire. Respondents wrote in other positions that were difficult to hire but not listed. **Table 2** documents this list of responses that fell into this “other” category. The most frequently mentioned positions are probation officers, bailiffs, IT

support, and auditors. When considering responses by court or clerk offices, respondents were more likely to be concerned with positions in their respective domain – with court staff indicating it was more difficult to hire court reporters and coordinators while clerks’ offices were more likely to indicate clerk positions to be difficult to hire (Figure 24 and Figure 25).

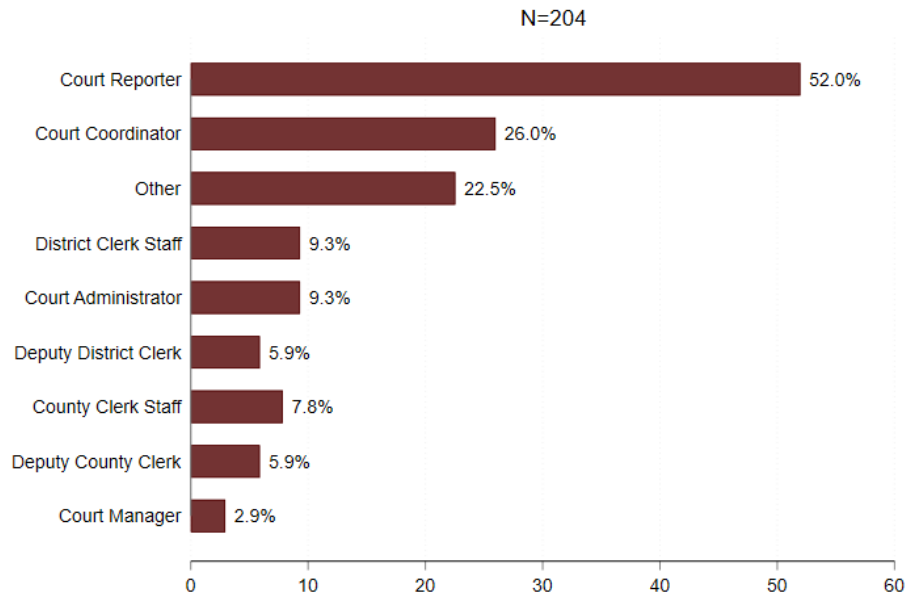
*Figure 23: Percent of Respondents who Indicated this Position was Most Difficult to Hire - All*



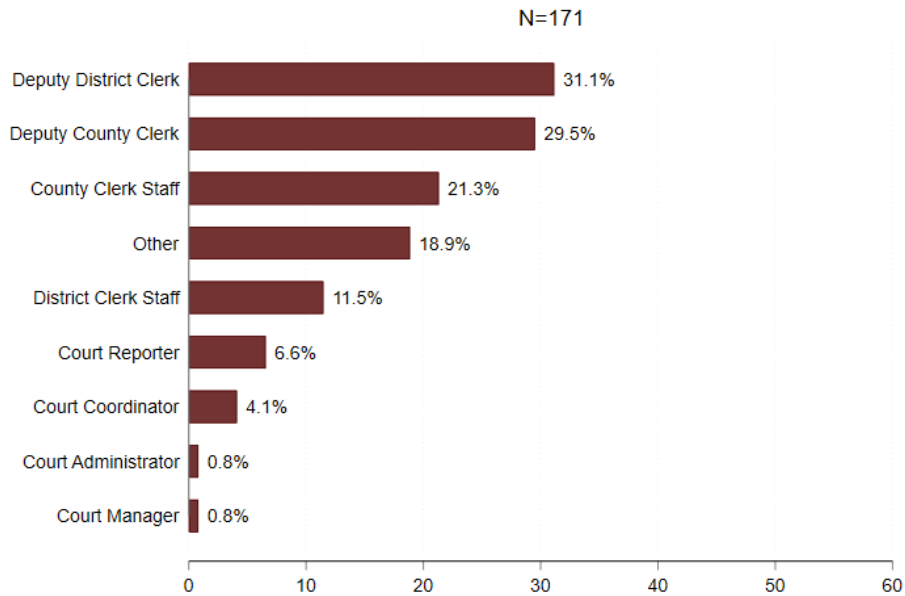
*Table 2: Survey Responses to "Other" Positions Being Most Difficult to Hire*

Role	Number Responses
Probation Officers	6
Bailiffs	4
IT/Tech Support	4
Auditors	3
Jail Employees	2
Interpreter	2
Staff Attorney/General Counsel	2
Election Staff Positions	2
Case Manager	1
Court Assistant	1
Guardianship Attorney	1
Veterans Court Mentor Coordinator	1
Juvenile Probation Officer	1
Compliance Officer	1
Research Analysts	1
Pre-Trial Officers	1
Associate Judge	1

*Figure 24: Percent of Respondents who Indicated this Position was Most Difficult to Hire - Court*



*Figure 25: Percent of Respondents who Indicated this Position was Most Difficult to Hire - Clerks*



Respondents shared what additional reasons were contributing to their difficulty filling open positions (**Table 3**).

*Table 3: Open-ended Responses to Difficulty Filling Positions*

Reason	Number Responses
Low pay compared to the cost of living	32
Lack of qualified applicants	27
Difficulty in competing in compensation with larger surrounding counties, state agencies or the private sector	15
Too demanding of a workload and/or expectations in comparison to pay	13
Lack of Court Reporters	10
General desire of all applicants to work remotely	8

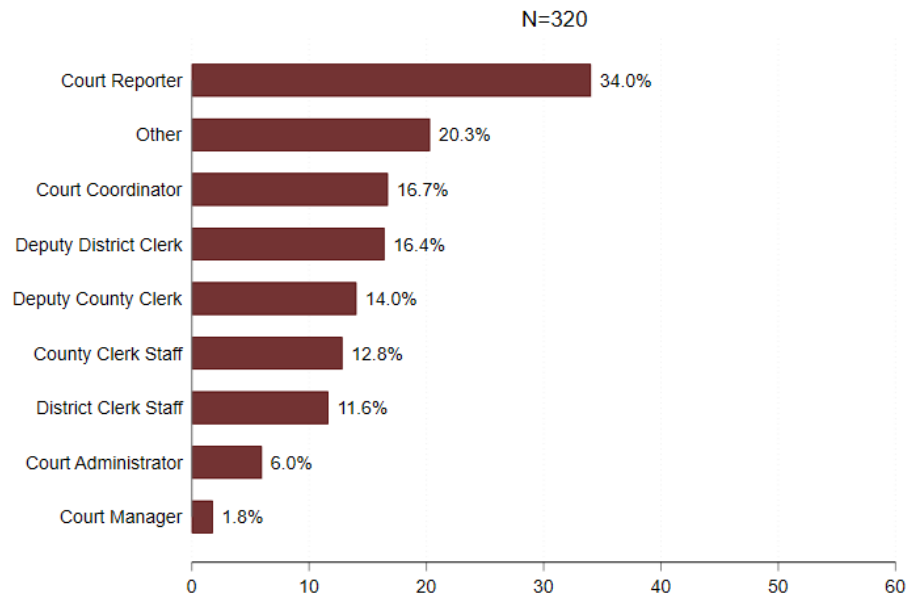
Respondents had the opportunity to share what additional incentives they have to offer to applicants and new hires. The most common responses were:

- County benefits package, which includes health insurance, retirement benefits, and paid time off (120 responses)
- Great work environment (27 responses)
- Scheduling flexibility or administrative time off (21 responses)

It is important to note that 175 of the 268 responses received to this follow-up question were that the respondent had no additional incentives, outside of the standard benefits offered to all county employees, to offer to applicants or new hires. This highlights the limitations placed on administrative officials to be creative in their ability to offer incentives to attract new employees. Further, respondents made it clear they did not have the autonomy or authority to offer incentives for their office and relied on the Commissioner’s Court to decide the incentives available for all county employees.

In addition to hiring new employees, the survey asked respondents to identify the positions which were most difficult to retain employees. There are similar trends for retaining as there are for hiring (**Figure 26 - Figure 28**). Participants identified the Court Reporter (20%), District Clerk Staff (16%), Deputy District Clerk (16%), and Deputy County Clerk (14%) as the positions that are most difficult to retain. For other positions not listed, respondents felt probation officers, bailiffs, IT support and auditors were most difficult to retain (**Table 4**). The overwhelming majority of respondents felt increasing salary would improve retention (82.7%). Almost eighty percent (79.6%) of respondents associated with courts reported increasing salaries would improve retention. In comparison, 86.9% of respondents associated with clerks’ offices reported increasing salaries would improve retention.

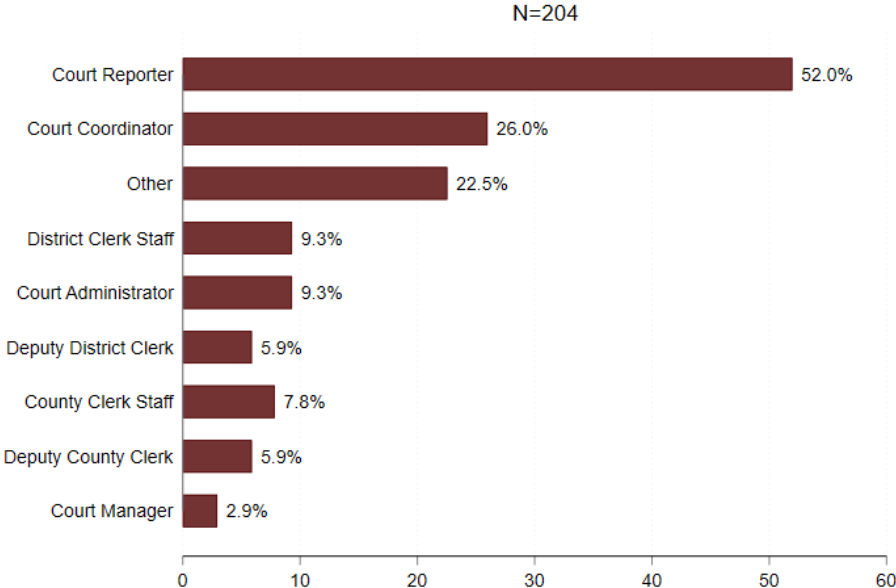
*Figure 26: Percent of Respondents who Indicated this Position was Most Difficult to Retain - All*



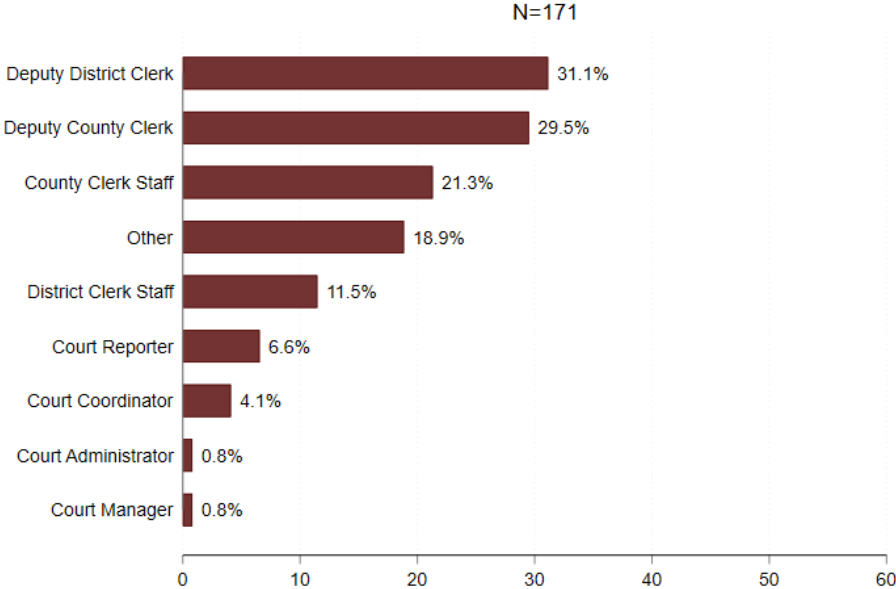
*Table 4: Survey Responses to “Other” Positions Most Difficult to Retain*

Role	Number Respondents
Probation Officers	6
Bailiffs	4
IT/Tech Support	4
Auditors	3
Jail Employees	2
Interpreter	2
Staff Attorney/General Counsel	2
Election Staff Positions	2
Case Manager	1
Court Assistant	1
Guardianship Attorney	1
Veterans Court Mentor Coordinator	1
Juvenile Probation Officer	1
Compliance Officer	1
Research Analysts	1
Pre-Trial Officers	1
Associate Judge	1

*Figure 27: Percent of Respondents who Indicated this Position was Most Difficult to Retain - Court*



*Figure 28: Percent of Respondents who Indicated this Position was Most Difficult to Retain - Clerk*



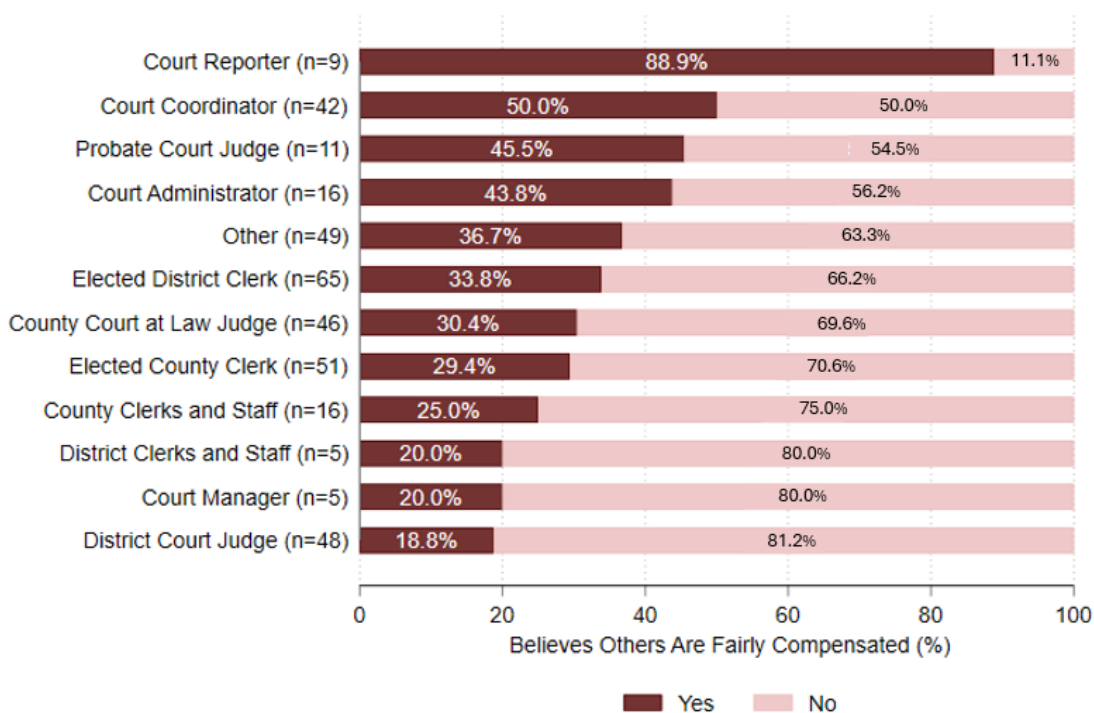
**Salary Perceptions**

Survey respondents were asked whether they felt their colleagues in the court system are fairly compensated for their role in the court system. Of those who answered affirmatively their colleagues were not fairly compensated, District Court Judges were identified most frequently as not



compensated fairly. Respondents were invited to share why they felt their colleagues were under compensated. In these additional comments, respondents stated that legislative initiatives to give raises to District Court Judges had been blocked, which supported to their belief the position was undercompensated, especially in comparison to private practice attorneys. While the Judges are not a primary focus in this study, participants’ overwhelming response related to members of the judiciary must be mentioned. It is important to note that judicial salaries remain an area of concern for survey respondents. Outside of judges, survey respondents indicated County and District Clerks, and their staff were not fairly compensated. **Figure 29** illustrates the number of respondents who believe their colleagues are or are not compensated fairly.

*Figure 29: Percent of Respondents who Felt Colleagues are Not Compensated Fairly*



Respondents could share what additional positions they felt were underpaid. The most common responses were:

- District Court Judges and Associate Judges (30 responses)
- Administrative Assistants (8 responses)
- Bailiffs (8 responses)
- Court Clerks (6 responses)
- Probation Officers and Pretrial Officers (4 responses)

Two-thirds of respondents from the courts and three-quarters of respondents from clerks’ offices noted that staff received an increase in pay in the last 12 months. Additionally, 92% of respondents acknowledged the receipt of cost-of-living adjustments in the last 3 years with no difference in rates between court personnel staff and clerks. Of those who received cost-of-living adjustments, 42%

received a raise of less than 3%, 34% received a raise between 4 and 7%, and 3.5% received a raise of 8% or more. The remaining 20% were unsure of how much of a cost-of-living adjustment they received.

## *Analysis of Interviews*

The follow-up interviews serve two primary purposes. First, the interviews allow for discussion on what duties each office or court does and how much time and staff these duties can take – setting the foundation for the staffing formula. Second, the interview process asked participants to clarify and elaborate on many items in the survey, providing additional details on realities and challenges of office staffing. Multiple themes arise from these conversations related to turnover, hiring, perceptions of pay and workload. **Table 5** provides some examples of the feedback received during these discussions.

*Table 5: Common Examples on Feedback from Interviews*

	<b>Court Interviews</b>	<b>Clerks' Interviews</b>
<b>Pay</b>	<ul style="list-style-type: none"> <li>-feel clerks that support courts are underpaid</li> <li>-some administrative support staff are underpaid</li> </ul>	<ul style="list-style-type: none"> <li>-pay is not reflective of knowledge</li> <li>-most clerk staff are underpaid</li> <li>-most entry level staff are underpaid when considering workload</li> <li>-feel undervalued and underpaid</li> </ul>
<b>Hiring and Turnover</b>	<ul style="list-style-type: none"> <li>-very little turnover, not difficult to fill positions</li> <li>-court reporter shortage - hard to find but generally well paid; small counties most affected</li> <li>-could use more staff but nowhere to put them</li> </ul>	<ul style="list-style-type: none"> <li>-concern about aging workforce</li> <li>-not a lot of room for advancement</li> <li>-staff poached by others in justice system</li> <li>-frequently lose people due to pay + other opportunities to advance but don't feel it is hard to fill positions due to benefits</li> <li>-low salary isn't a challenge because salary is comparable to others in community</li> <li>-small communities have little turnover</li> </ul>
<b>Duties/Role/Workload</b>	<ul style="list-style-type: none"> <li>-varying opinions on what cases take the most time (some say family law, some same finances/contracts, juvenile, probate, etc.)</li> <li>- general jurisdictions</li> </ul>	<ul style="list-style-type: none"> <li>-role in court - to document proceedings; highly skilled, can take lots of training (over a year in some cases)</li> <li>-records management-digitizing and archiving case files can be part of a person's job or whole department</li> </ul>

<p>in small counties work but inefficient in mid or large counties; would improve things if there was specialization</p>	<ul style="list-style-type: none"> <li>-if judge is not paperless, more work for clerk</li> <li>-time in court takes away from other duties</li> <li>- 50% of what does is manage caseloads, time committed heavily depends on type of case and judge</li> <li>-face challenges when not clear boundaries between what is court duty and what is clerk duty</li> <li>-reporting for state agencies can take significant time</li> <li>-jury trials can be extremely demanding for small offices</li> <li>-some offices have been able to utilize technology to improve workload, but this is not consistent across offices</li> <li>-feel term "clerk" carries connotation that they just push paperwork</li> </ul>
--	---

Interviews were conducted until saturation – specifically when researchers repeatedly heard similar feedback along the lines of: Courts have little turnover, court reporters are hard to find, high turnover in entry level roles but little challenge in filling positions and feelings of staff having a lot of responsibility in comparison to pay.

### Court Personnel Workload

In contrast to clerks’ offices, most interviewees reported a ‘standard configuration’ of court support staff for each court. This ‘standard configuration’ consists of a court coordinator, court reporter and bailiff. Some courts and jurisdictions have modified this configuration to include additional administrative support to the court. While other jurisdictions have modified their approach to case assignment and removed the court coordinator from each individual court.

General jurisdiction courts with this ‘standard configuration’ felt they could use additional support for their civil and probate cases. According to these interviewees, civil and probate cases are more time consuming. Interviewees attributed this to a variety of factors including the additional time needed to review contracts and finances and the ongoing nature of guardianship cases. However, many of these courts were challenged by budgetary and physical space constraints to hire additional support.

Overall interviewees felt general jurisdiction courts are necessary in smaller counties but can be inefficient in mid-to-large counties. In these counties, interviewees felt it would be more efficient for the judicial system for some courts to specialize. This would allow officers of the court to become experts in their area and be able to address cases more effectively.

Through the interview process, the research team identified essential job functions of the court support personnel, outside of the court reporter and bailiff, who have distinct job duties and roles within the courtroom. Interviewees commonly reported the following job functions of court support personnel: manage the court calendar, keep track of case settings, and general office support. Some interviewees went so far as to describe the court support role as ‘80% case management and 20% other tasks’, which include scheduling and data entry. According to interviewees, court coordinators are the managers of their courts, and it is their responsibility to manage the caseload, utilizing the judge’s rules for their court. When the court coordinator is not present, it can have a real impact on the flow of cases.

#### *Manage Court Calendar*

One of the key job functions of the court support staff is the responsibility for managing the court’s calendar. In this role, court support staff are responsible for developing the court’s daily docket, and communicating the docket to others, such as the court reporter, bailiff, and judge. Additionally, in this role, the court support staff is responsible for responding to attorney requests for resets, as appropriate. Additionally, as a part of this function, the court support staff is responsible for documenting these changes in the county’s case management system.

#### *Court Case Management*

In this role, the court support staff are responsible for interacting with their county’s case management system to document case progress toward a resolution. In addition, this can include running reports to ensure the court is meeting case standards and hearing cases in a timely manner. Additionally, this can include keeping court files and records for cases that are on the court’s docket, though, statutorily this is the responsibility of the County or District Clerk.

#### *General Office Support*

One of the most difficult functions to define and capture is the general office and administrative support that the court support personnel provide. Often this manifests as answering the phone, providing general customer service to those who have business with the court, and managing the judge’s calendar. This function can be difficult for those who are involved in the day-to-day operations of the court to quantify. However, this support is vital to the function of the court and can be invaluable to the judge.

### **Court Personnel Staffing**

Generally, interviewees reported their courts were adequately staffed to meet their caseload demands. By contrast with the county and district clerks, interviewees reported little turnover among their court support staff.

#### *Turnover and Hiring*

Almost all interviewees reported little turnover among their court support personnel. When positions are available, it is not difficult to fill the positions. Many felt their counties offered good benefits packages, which include health insurance, retirement, and vacation. However, an unintended consequence of low turnover is a need for designated court support staff, specifically court coordinators and court reporters, to fill in when court staff are out utilizing vacation time or other leave.

Additionally, interviewees expressed their frustration at the ‘shortage’ of court reporters. Interviewees reported these are the positions that are difficult to fill and remain open the longest. Participants from smaller counties reported this the most frequently. Those in smaller counties or counties who were adjacent to large, urban counties felt they were unable to compete with the larger counties in terms of salary for their court reporters and thus were at a disadvantage.

### *Pay Perceptions*

Generally, interviewees felt their court support staff were compensated appropriately and did not have concerns about the levels of pay of their court coordinators, court reporters, or bailiffs. Many commented specifically they felt their court reporters receive fair compensation. However, interviewees noted there is a pay disparity between court coordinators and court reporters, which can lead to tensions among the two positions in specific courts. This is often due to the perception among staff that the court coordinator is working harder or is busier than the court reporter.

Occasionally, interviewees felt their administrative staff were underpaid and sought raises where appropriate. Interestingly, interviewees reported that the clerks assigned to their courts on behalf of the county and district clerks’ offices are underpaid.

### *Access to Staff Attorneys*

Most interviewees reported that members of their judiciary do not have access to a staff attorney to assist with legal research. In the few instances in which a staff attorney is available, it is a shared resource among members of the judiciary. According to interviewees, there is mixed acceptance on the use of staff attorneys. Those jurisdictions with staff attorneys stated they could certainly use more, as those staff attorneys currently on staff had full workloads. Interestingly, those without staff attorneys felt that staff attorneys should be a shared resource for members of the judiciary in that county and that each member of the judiciary did not need a dedicated staff attorney. Interviewees felt staff attorneys would be most helpful for civil or probate matters, even though some recognized there were interesting legal questions that arose in criminal law as well.

## Overall Impressions from Court Personnel Interviews

Interviewees stressed the additional administrative support courts need for civil and probate matters. This is especially true due to the complex nature of the cases as well as the number of parties to each case. Additionally, interviewees stressed the need for designated substitute court coordinators and court reporters to fill in when assigned staff are on vacation or leave. These designated substitute staff would help fill the gaps and allow courts to continue to move forward the business of the court as needed.

### *Clerks’ Workload*

Overall, both the county and district clerks interviewed for this project felt overwhelmed by the responsibilities of their offices. Many felt they, and their staff, are overworked just keeping up with the day-to-day activities necessary to keep their offices running and supporting the courts of their jurisdictions.

Through the interview process, the research team identified essential job functions of the clerks’ offices based on their reports. Clerks reported a series of responsibilities that vary in their time commitment to each individual office and staff member based on the size of their county, local

norms, and funding. The clerks commonly reported the following job functions: records management, processing case filings, court case management, recording acts of proceeding in court, jury administration and reporting for OCA and other agencies.

### *Records Management*

One of the primary job functions of the clerks is records management. This can be an all-encompassing task and is often an umbrella term that captures many of the day-to-day tasks clerks staff perform. Interviewees report that the burden of digitizing and archiving case files as well as historical records can be a part of a person's job, encompass a staff member's entire job duties, or be the responsibility of an entire department. Each clerk's office reported that there were always old records that needed their attention, and the number of resources available to the county to devote to this function depended largely on the size of the county.

### *Processing Case Filings*

The county and district clerks' offices are responsible for processing new case filings through electronic submissions as well as paper submissions by pro se litigants. This encompasses the creation of the court's file and assignment to specific court. This also encompasses document issuance, including notices of service, writs, and citations. Interviewees reported pressure from attorneys, litigants, and the media to accept and process cases within 24 hours of filing, which leads to internal pressure among employees.

Interviewees reported those staff members who support civil litigation often appear busier than their counterparts who support criminal cases due to the increased workload around notifications and need to serve numerous parties. Interviewees also reported cases that require a lot of service take the most time and can be cumbersome for their staff.

### *Court Case Management*

According to clerks interviewed, approximately 50 percent of what they do is manage the caseloads of their courts. From their perspective, the case type, criminal, family, or probate, can impact the workload of the clerks' office. However, clerks also pointed out that this was very dependent on the court and the judge. Further, interviewees reported there can be significant breakdowns in the case management process when the boundaries and duties among the clerks and court support personnel are not clear.

In addition, clerks reported the type of case can impact their workload. From the clerk's perspective, probate and guardianship cases are the most labor-intensive and time consuming due to the amount of paperwork and need to follow up annually. Interviewees reported that civil cases can be complicated and require a lot of attention to detail. Additionally, clerks reported that CPS and family cases can be time sensitive due to the nature of the cases.

### *Recording Acts of Proceeding in Court*

Another core function of the county and district clerks is to document and record the acts of proceedings in court. According to many of those interviewed, a representative from their office must attend all the hearings to achieve this mandate. Some clerks reported their staff spend up to 50 percent of their time in court. Being present in court takes the clerk away from their desk and other responsibilities in the office. In addition to these duties, some clerks reported they are responsible

for preparing judgements for the court. They pointed out this is not really within their responsibilities, but their county officials have interpreted the statutes in such a way that this has become the process.

Immediately following the court proceedings, the clerks are responsible for documenting the events of the hearing as well as entering any orders or judgements into the record. This can be a time-consuming data entry task for the clerks assigned to the court. This work is compounded if the court or judge is not paperless as it requires the clerk to scan documents into the records and case management system after the hearings.

### *Jury Administration*

The county and district clerks are responsible for organizing jury panels for their courts. The frequency with which this happens is dependent on the jurisdiction and norms of the county. Interviewees from urban counties indicated they had employees dedicated to jury management as they anticipated jury administration to be a regular occurrence in their jurisdiction. While interviewees from rural counties reported that jury trials happen infrequently, but when they do occur, they are extremely demanding on their small office. For these interviewees, they reported they were frequently out of the office all day, which interfered with their ability to complete the other duties of their role. Many interviewees elaborated that much of the work for a jury trial was in the preparation, which included gathering the pool, sending the jury summons, and answering questions from the public about exemptions.

### *Reporting for OCA and Other Agencies*

An additional responsibility of the county and district clerk is reporting vital information about the activities of the county's courts to the OCA. Outside of their reporting responsibilities to OCA, clerks are bound to report the outcomes of court cases to other agencies. Many clerks reported the reporting requirements for their role are significant and time consuming. Depending on the county's resources, some clerks' offices have staff who are dedicated to reporting. For those who do not have staff that can perform this function, it can take 'a couple of days a month' to complete their reporting requirements to OCA. Few clerks felt their case management software supported their reporting to the extent that it made their work more efficient or effective.

## **Staffing for Clerks' Offices**

While most interviewees reported an overwhelming amount of work and numerous responsibilities in their office, only a few reported they needed additional staff to support the workload within their county. Those who reported a need for additional staff stated the need came from newly added courts or other trends within their county. However, almost all interviewees reported concern about employee retention as well as compensation.

### *Turnover and Hiring*

Almost all interviewees, except for those who are from small rural communities, reported frequent turnover in their office. Many reported that other departments, courts, or state agencies poaching their employees is causing the turnover. Interviewees reported they did not blame their employees for leaving for higher pay. Interviewees anecdotally reported employees resigning to receive \$8,000 or more annually in other organizations.



Many interviewees reported concern about their aging workforce, with many of their supervisory employees at or nearing retirement eligibility. As a result of this aging workforce and the organizational structures of many offices, entry-level clerks see little room for advancement. Additionally, interviewees reported that employees frequently leave for opportunities for advancement and remote work.

Despite the reported high levels of turnover, most interviewees reported it was not challenging to fill open positions. Many felt their counties offered good benefits packages, which include health insurance, retirement, and vacation. When asked about the low salaries, many said that even though their salaries were low, it was attractive to individuals to be able to work in their communities and not have to commute for long distances to work. Additionally, those in smaller communities said their low salaries were comparable to other industries in town. So even though the participant feels the salary was low, it was comparable to others.

### *Pay Perceptions*

Overwhelmingly, the interviewees reported that their staff, and most specifically their entry-level staff, are underpaid. The interviewees felt their entry-level staff were underpaid when compared to other county employees with similar experience and educational levels when they consider the workload as well as the personal demands, such as being bonded and insured and being personally liable for their work. Their employees feel undervalued and underpaid, especially when they compare themselves to others who work for the county. Furthermore, interviewees felt the compensation plans of their counties were not reflective of the legal knowledge or skills developed clerks need to do their jobs.

## Overall Impressions from Clerks Interviews

Many clerks reported little to no guidance on how to implement statutes in their jurisdictions when they assumed office. Further, interviewees wished there would be no more unfunded mandates to their office. Interviewees felt they were frequently asked to add responsibilities to their role, with no additional funding to support the new duties. Many requested more training and additional resources to assist them with the implementation of new statutes and mandates. Additionally, interviewees requested additional lead time to implement new requirements.

Some clerks' offices have found ways to utilize technology to their advantage and improve their workload. Some examples are to make document requests and to house as many documents for the public online as possible. This reduces the staff need to be present to answer these questions and allows the staff to focus on other tasks. Interviewees were also largely supportive of going paperless to increase efficiency and recognized the need for additional funding and buy-in from the judiciary. However, interviewees were also quick to point out technology must be specific for their needs and does not eliminate the need for staff. Instead, it allows them to use their time more efficiently.

Interviewees felt the title 'clerk' carried with it a connotation of not being highly skilled. However, staff within these offices 'do more than just push paper.' The employees of the county and district clerks' offices do the unseen work that keeps the justice system moving. Interviewees report that their staff are highly skilled individuals, despite outside perceptions of the contrary. For many offices, there is a large investment in training staff to develop the necessary knowledge and skills to perform their job duties. In many counties, this development is what makes the employee sought after by other



departments. Clerks felt they were doing the ‘unseen’ work of the justice system that keeps it moving. Their offices touch all areas of the justice system and would like some recognition of the importance of the work they are doing.

## Current Staffing Levels and Salaries

Prior to the undertaking of this project, very little was known about the configuration and number of personnel who supported each individual court and clerk’s office. As one of the first efforts of its kind, this study built a database of court support personnel organized by county. Through analysis of this database, the research team sought to understand the current staffing levels of court support personnel and clerks’ offices. In addition to understanding the current staffing levels, this effort identified the different position titles and compensation for each title across courts and counties.

The research team divided the analysis into two categories: court staff and clerk office staff. Court staff include individuals working in District Courts, County Courts/County Courts at Law (CC/CCL), Probate Courts, Court Administration, and CPS Courts operated at the county level. Clerk office staff encompasses those employed in District Clerk offices, County Clerk offices, and Combined Clerk offices.

### *Current Position Titles*

The results in **Table 6** and **Table 7** summarize the number of filled positions in 2023, categorized by position title and strata, for court staff and clerk staff, respectively.<sup>10</sup> Combined, these tables represent data from 168 counties, with 138 counties included in **Table 6** and 148 counties included in **Table 7**.<sup>11</sup> This analysis offers a detailed snapshot of the staffing landscape across Texas, showcasing the range of roles required to support operations in diverse regions. By documenting these staffing levels, the findings provide a foundation for further exploration of how court and clerk personnel contribute to the judicial system across the state.

Starting with court staffing as shown in **Table 6**, administrative staff and coordinators represent key operational roles within the court system, with a total of 382 and 671 positions, respectively. Administrative staff are heavily concentrated in Stratum 1, which accounts for 205 positions, followed by Stratum 2 with 62 and smaller distributions across other strata. Similarly, coordinators are predominantly located in Stratum 1, with 485, highlighting their critical role in urban court operations. Stratum 3, 4, and 5 collectively account for 152 coordinator positions. Judges represent the largest personnel category, with 910 positions distributed across the strata. Stratum 1 reports 627 judges, followed by 83 in Stratum 2 and smaller distributions across the other strata.

---

<sup>10</sup> A detailed breakdown of titles for all court staff can be found in Appendix Table 3, with further breakdowns by specific court types provided in Appendix Tables 5–8. Similarly, a detailed breakdown of titles for all clerk staff is available in Appendix Table 9, with additional breakdowns by clerk office types presented in Appendix Tables 10–12.

<sup>11</sup> Observations were excluded for the following reasons: if it was noted that the individual did not work a full year, if the individual was classified as a temporary worker, if the individual received compensation from multiple counties, or if the title position was missing. Court staff with clerk titles are removed from Table 6 but are included in Appendix Tables 3-8.

The data also highlights the distribution of key leadership roles within court staff, emphasizing their importance in managing court operations. Directors, with high-level leadership responsibilities and who provide strategic oversight, account for a total of 18 positions, all located in Stratum 1. Managers, responsible for overseeing operations and coordinating teams, total 80 positions statewide, with 76 positions concentrated in Stratum 1, three in Stratum 4, and one in Stratum 5. Supervisors, who provide day-to-day leadership and guidance, are the least numerous leadership role, with a total of 7 positions, all in Stratum 1.

Court reporters, interpreters, and roles categorized as "Other" demonstrate the diversity of specialized staff within court systems. Court reporters total 615 positions, with Stratum 1 accounting for 388. Interpreters, essential for ensuring language access, total 19 positions, 16 of which are in Stratum 1, with minimal representation in other strata. The "Other" category includes 368 positions, with 256 concentrated in Stratum 1 and smaller distributions across the remaining strata.<sup>12</sup>

*Table 6: 2023 Filled Positions by Title and Strata – Court Staff*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	265	29	88	382
	1	150	23	32	205
	2	45	5	12	62
	3	29	1	30	60
	4	23	0	12	35
	5	18	0	2	20
<b>Coordinator</b>	All	581	6	84	671
	1	453	3	29	485
	2	26	3	5	34
	3	65	0	11	76
	4	28	0	31	59
	5	9	0	8	17
<b>Court Reporter</b>	All	462	19	134	615
	1	341	10	37	388
	2	27	5	17	49
	3	51	4	42	97
	4	29	0	34	63
	5	14	0	4	18
<b>Director</b>	All	17	0	1	18
	1	17	0	1	18
<b>Interpreter</b>	All	15	2	2	19

<sup>12</sup> The category "Other" includes analyst/IT, auditor, bailiff/officers, counselor, friend of the court, intern, investigator, paralegal, social worker, and specialist.

	1	14	2	0	16
	3	1	0	0	1
	5	0	0	2	2
<b>Judge</b>	All	557	136	217	910
	1	402	120	105	627
	2	54	11	18	83
	3	47	0	47	94
	4	35	0	40	75
	5	19	5	7	31
<b>Magistrate</b>	All	1	0	0	1
	2	1	0	0	1
<b>Manager</b>	All	79	0	1	80
	1	76	0	0	76
	4	2	0	1	3
	5	1	0	0	1
<b>Supervisor</b>	All	7	0	0	7
	1	7	0	0	7
<b>Other</b>	All	265	50	53	368
	1	213	32	11	256
	2	16	7	6	29
	3	22	11	24	57
	4	11	0	11	22
	5	3	0	1	4

The 2023 filled positions for clerk office staff, represented in **Table 7** demonstrate the distribution of roles across different strata. Chief deputy clerks and deputy clerks collectively highlight the critical operational roles in clerk offices. Chief deputy clerks total 219 positions, with 53 in Stratum 1 and 56 in Stratum 3 leading the distribution. Deputy clerks form the second largest group, with 1,552 total positions. Stratum 1 holds the majority at 749, followed by 290 in Stratum 3 and 197 in Stratum 2. Clerks, the largest category, total 2,196 positions statewide. Stratum 1 dominates with 1,711 roles, while other strata account for smaller shares, such as 178 in Stratum 3 and 147 in Stratum 4. Elected deputy clerks total six positions, with one to two observations in each stratum. Elected clerks account for 37 positions, with the largest number in Stratum 2.

Leadership roles, including directors, managers, and supervisors, reflect the administrative oversight required to manage clerk office operations. Directors total 38 positions, all of which are concentrated in Stratum 1. Managers account for 146 positions, with 135 located in Stratum 1 and smaller numbers in Stratum 3 and Stratum 4. Supervisors total 188 positions, with 158 in Stratum 1, 23 in Stratum 2, and minimal representation in other strata.

Administrative positions account for 314 total roles across the state, with the majority concentrated in Stratum 1 at 268 positions. Other strata report much smaller numbers, with Stratum 2 at 8, Stratum 3 at 14, Stratum 4 at 11, and Stratum 5 at 13 positions. Specialist and "Other" roles contribute further diversity to clerk office staffing. Specialists total 94 positions, with 92 located in Stratum 1 and one

each in Stratum 2 and Stratum 4. The "Other" category accounts for 212 positions, with the majority—187—in Stratum 1, and smaller distributions across Stratum 2, Stratum 3, Stratum 4, and Stratum 5.<sup>13</sup>

*Table 7: 2023 Filled Positions by Title and Strata – Clerk Office Staff*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	249	19	46	314
	1	220	12	36	268
	2	5	1	2	8
	3	10	3	1	14
	4	4	2	5	11
	5	10	1	2	13
<b>Elected Deputy Clerk</b>	All	2	0	4	6
	1	0	0	1	1
	3	2	0	0	2
	4	0	0	1	1
	5	0	0	2	2
<b>Elected Clerk</b>	All	27	0	10	37
	1	2	0	2	4
	2	11	0	0	11
	3	5	0	2	7
	4	3	0	4	7
	5	6	0	2	8
<b>Chief Deputy Clerk</b>	All	160	0	59	219
	1	37	0	16	53
	2	34	0	3	37
	3	37	0	19	56
	4	25	0	14	39
	5	27	0	7	34
<b>Deputy Clerk</b>	All	1174	30	348	1552
	1	613	0	136	749
	2	159	14	24	197
	3	194	8	88	290
	4	120	6	65	191
	5	88	2	35	125
<b>Clerk</b>	All	1719	83	394	2196
	1	1419	29	263	1711

<sup>13</sup> The category "Other" includes analyst/IT, auditor, bailiff/officers, coordinator, court reporter, election worker, investigator, and judge.

	2	84	6	13	103
	3	86	28	64	178
	4	85	13	49	147
	5	45	7	5	57
<b>Director</b>	All	38	0	0	38
	1	38	0	0	38
<b>Manager</b>	All	110	0	36	146
	1	101	0	34	135
	3	3	0	2	5
	4	6	0	0	6
<b>Specialist</b>	All	76	3	15	94
	1	74	3	15	92
	2	1	0	0	1
	4	1	0	0	1
<b>Supervisor</b>	All	162	0	26	188
	1	137	0	21	158
	2	23	0	0	23
	3	1	0	3	4
	4	1	0	2	3
<b>Other</b>	All	199	1	12	212
	1	180	0	7	187
	2	2	0	0	2
	3	3	0	1	4
	4	2	1	2	5
	5	12	0	2	14

## *Current Compensation*

The results in **Table 8** and **Table 9** summarize the salary data for 2023, categorized by position title and strata, for court staff and clerk office staff, respectively.<sup>14</sup> Combined, these tables represent data from 166 counties, with 134 counties included in **Table 8** and 145 counties included in **Table 9**.<sup>15</sup> This analysis offers a detailed overview of compensation patterns across Texas, highlighting the financial framework that supports judicial operations in diverse regions. By examining these salary

<sup>14</sup> A detailed breakdown of salaries by titles for all court staff can be found in Appendix Table 13, with further breakdowns by specific court types provided in Appendix Tables 14–18. Similarly, a detailed breakdown of salaries by titles for all clerk staff is available in Appendix Table 19, with additional breakdowns by clerk office types presented in Appendix Tables 20–22.

<sup>15</sup> Observations were excluded for the following reasons: if it was noted that the individual did not work a full year, if the individual was classified as a temporary worker, or if the individual received compensation from multiple counties, if position title was missing, if salaries were missing, observations with yearly salaries less than \$15,080 (based on minimum wage), observations indicated to be hourly with salaries greater than \$100. Positions not indicating full/part-time were assumed to be full-time. Court staff with clerk titles are removed from Table 10 but are included in Appendix Tables 13-18.

levels, the findings provide a basis for understanding how the judicial system statewide values court and clerk personnel.

Looking at the salary information for court staff presented in **Table 8**, administrative staff earn an average salary of \$57,400 statewide, with salaries ranging from \$16,523 to \$216,154. Stratum 1, encompassing urban counties, reports the highest average salary for administrative roles at \$64,105, while Stratum 5 administrative staff have the lowest average salary at \$41,270, reflecting differences in pay structures across regions. The median salary for administrative roles statewide is \$54,139, indicating that half of these roles earn salaries at or below this level. Coordinators earn a statewide average of \$65,619.12, with Stratum 1 leading at \$68,727.77.

Judges, one of the largest personnel categories, have a statewide average salary of \$91,392, with a range from \$15,600 to \$256,582. Stratum 3 judges report the highest average salary at \$115,755, followed by Stratum 5 at \$97,807. In contrast, Stratum 1 judges earn an average of \$86,592. The significant salary range reflects the variety of judicial roles and the differences in jurisdictions across the state. Magistrates, although represented by only one position, have the highest single average salary at \$136,500.30.

The salary data for court staff leadership roles—directors, managers, and supervisors—highlights the significant compensation provided for these high-responsibility positions. Directors, the highest-paid leadership role, earn an average salary of \$116,010.80 statewide, with salaries ranging from \$60,008.00 to \$162,468.80, all concentrated in Stratum 1 to address the strategic needs of urban court systems. Managers earn an average of \$80,906.11 statewide, with most positions in Stratum 1, where the average salary is \$81,967.46. Salaries for managers range from \$25,001.60 to \$216,153.60, with Stratum 4 reporting an average of \$63,907.10 and a single position in Stratum 5 earning \$51,240. Supervisors earn an average of \$64,892.47, with salaries ranging from \$53,856.00 to \$82,787.64, all located in Stratum 1.

Court reporters, interpreters, and roles categorized as "Other" highlight the specialized functions within court staff. Court reporters earn an average salary of \$104,973.20 statewide, with the highest average in Stratum 1 at \$115,308.06, reflecting the critical demand for their services in urban areas. Interpreters earn an average of \$56,579.16, with the highest salaries reported in Stratum 3 at \$74,529.00. The "Other" category, which encompasses additional specialized roles, reports an average salary of \$67,576.38 statewide, with Stratum 1 leading at \$69,861.97.<sup>16</sup>

*Table 8: 2023 Salaries by Title and Stratum – Court Staff*

	Strat a	Mean	Median	Min	Max	N
<b>Admin</b>	All	\$57,399.96	\$54,139.00	\$16,523.00	\$216,153.60	345
	1	\$64,104.57	\$60,535.50	\$37,046.07	\$216,153.59	182
	2	\$47,416.81	\$46,503.55	\$21,982.00	\$90,918.40	55

<sup>16</sup> The category "Other" includes analyst/IT, auditor, bailiff/officers, counselor, friend of the court, intern, investigator, paralegal, social worker, and specialist.

	3	\$53,381.90	\$53,417.20	\$16,523.00	\$83,341.00	54
	4	\$53,529.35	\$51,896.00	\$28,319.10	\$121,970.16	34
	5	\$41,270.48	\$40,606.31	\$21,907.62	\$92,693.00	20
<b>Coordinator</b>	All	\$65,619.12	\$66,259.70	\$21,252.46	\$245,292.30	658
	1	\$68,727.77	\$68,718.30	\$30,403.00	\$101,649.60	482
	2	\$59,400.26	\$52,033.80	\$28,110.52	\$245,292.31	30
	3	\$58,514.93	\$57,613.00	\$21,252.46	\$195,307.06	75
	4	\$56,027.32	\$55,970.20	\$29,575.00	\$86,889.08	55
	5	\$49,904.51	\$53,299.02	\$28,938.97	\$69,586.65	16
<b>Court Reporter</b>	All	\$104,973.20	\$103,618.00	\$15,184.53	\$253,500.00	578
	1	\$115,308.06	\$122,262.40	\$71,531.20	\$142,625.16	378
	2	\$90,110.19	\$96,956.11	\$25,234.97	\$109,840.80	36
	3	\$90,727.45	\$99,893.00	\$15,184.53	\$253,500.00	87
	4	\$76,412.09	\$81,470.90	\$17,180.28	\$149,960.72	60
	5	\$80,358.35	\$89,089.60	\$25,000.00	\$100,000.00	17
<b>Director</b>	All	\$116,010.80	\$122,253.70	\$60,008.00	\$162,468.80	18
	1	\$116,010.81	\$122,253.69	\$60,008.00	\$162,468.80	18
<b>Interpreter</b>	All	\$56,579.16	\$51,708.80	\$41,336.25	\$83,700.00	17
	1	\$57,053.39	\$54,039.40	\$41,541.00	\$83,700.00	14
	3	\$74,529.00	\$74,529.00	\$74,529.00	\$74,529.00	1
	5	\$44,284.66	\$44,284.66	\$41,336.25	\$47,233.06	2
<b>Judge</b>	All	\$91,392.23	\$71,888.76	\$15,600.00	\$256,582.00	695
	1	\$86,592.43	\$43,680.00	\$16,500.00	\$234,000.00	493
	2	\$94,077.98	\$69,568.96	\$16,036.02	\$248,976.00	56
	3	\$115,754.50	\$114,741.08	\$16,302.00	\$237,891.16	72
	4	\$97,573.04	\$92,177.01	\$15,600.00	\$256,582.05	55
	5	\$97,806.67	\$93,042.00	\$16,595.36	\$194,614.98	19
<b>Magistrate</b>	All	\$136,500.30	\$136,500.30	\$136,500.30	\$136,500.30	1
	2	\$136,500.27	\$136,500.27	\$136,500.27	\$136,500.27	1
<b>Manager</b>	All	\$80,906.11	\$73,310.39	\$25,001.60	\$216,153.60	80
	1	\$81,967.46	\$74,550.00	\$25,001.60	\$216,153.59	76
	4	\$63,907.10	\$63,284.52	\$55,016.00	\$73,420.78	3
	5	\$51,240.00	\$51,240.00	\$51,240.00	\$51,240.00	1
<b>Supervisor</b>	All	\$64,892.47	\$59,040.00	\$53,856.00	\$82,787.64	7
	1	\$64,892.47	\$59,040.00	\$53,856.00	\$82,787.64	7
<b>Other</b>	All	\$67,576.38	\$66,181.96	\$18,658.00	\$158,059.20	310
	1	\$69,861.97	\$66,456.00	\$18,658.00	\$158,059.20	224
	2	\$63,559.52	\$66,284.28	\$43,004.40	\$69,795.44	21
	3	\$59,855.13	\$54,755.93	\$26,530.33	\$76,400.00	41
	4	\$64,250.86	\$66,855.50	\$43,192.00	\$92,570.40	22
	5	\$48,633.00	\$48,633.00	\$45,023.00	\$52,243.00	2

The 2023 salary analysis for clerk office staff, in **Table 9**, highlights notable variations in compensation by role and stratum, reflecting the diversity of responsibilities and regional differences in pay. Elected deputy clerks earn an average of \$81,591.63 statewide, with salaries peaking in Stratum 1 at \$110,782.00 and ranging from \$65,927.50 to \$83,234.00 in other strata. Elected clerks average \$70,913.43 statewide, with the highest salaries in Stratum 1 at \$127,007.08 and lower averages in other strata ranging from \$59,026.12 in Stratum 2 to \$65,213.59 in Stratum 5.

Chief deputy clerks earn an average salary of \$59,595.41, with Stratum 1 leading at \$92,382.41 and Stratum 5 reporting the lowest average at \$45,500.02. Deputy clerks, the second largest category, earn an average of \$38,998.73 statewide, with salaries ranging from \$38,856.99 in Stratum 1 to \$36,931.92 in Stratum 5. The largest group, clerks, have a statewide average salary of \$46,108.39, with Stratum 2 reporting the highest average at \$50,468.29 and Stratum 5 the lowest at \$45,339.18.

Administrative staff earn an average salary of \$49,805.64 statewide, with Stratum 1 reporting an average of \$50,377.89, the highest among strata, and Stratum 2 reporting the lowest at \$38,804.01. Directors, who are exclusively in Stratum 1, earn an average of \$94,833.73. Managers earn an average of \$69,599.01 statewide, with Stratum 1 leading at \$70,979.81 and Stratum 4 reporting the lowest average at \$49,855.29. Supervisors average \$57,750.52 statewide, with Stratum 1 reporting \$59,827.90 and lower averages in other strata, such as \$45,515.82 in Stratum 2.

Specialist roles average \$44,448.30 statewide, with most positions concentrated in Stratum 1, where the average is \$44,502.38. The "Other" category, encompassing a variety of specialized roles, averages \$66,151.02 statewide, with Stratum 5 reporting the highest average at \$80,943.72 and Stratum 4 the lowest at \$44,144.06.<sup>17</sup>

*Table 9: 2023 Salaries by Title and Stratum – Clerk Office Staff*

	Strata	Mean	Median	Min	Max	N
<b>Admin</b>	All	\$49,805.64	\$44,636.80	\$23,552.00	\$145,600.00	293
	1	\$50,377.89	\$45,747.95	\$25,502.00	\$145,600.00	256
	2	\$38,804.01	\$41,303.23	\$29,193.84	\$50,623.07	7
	3	\$47,266.96	\$43,698.00	\$23,552.00	\$75,788.43	10
	4	\$42,808.54	\$43,680.00	\$27,754.00	\$57,500.00	9
	5	\$51,521.50	\$43,971.20	\$33,555.91	\$100,327.50	11
<b>Elected Deputy Clerk</b>	All	\$81,591.63	\$83,837.40	\$44,625.00	\$110,782.00	6
	1	\$110,782.00	\$110,782.00	\$110,782.00	\$110,782.00	1
	3	\$83,234.00	\$83,234.00	\$73,459.00	\$93,009.00	2
	4	\$80,444.80	\$80,444.80	\$80,444.80	\$80,444.80	1
	5	\$65,927.50	\$65,927.50	\$44,625.00	\$87,230.00	2
<b>Elected Clerk</b>	All	\$70,913.43	\$68,958.00	\$27,000.00	\$149,670.60	37
	1	\$127,007.08	\$123,787.87	\$110,782.00	\$149,670.59	4
	2	\$59,026.12	\$68,958.00	\$27,000.00	\$80,000.18	11

<sup>17</sup> The category "Other" includes analyst/IT, auditor, bailiff/officers, counselor, coordinator, court reporter, investigator, and judge.



	3	\$72,735.84	\$73,459.00	\$46,800.00	\$93,009.00	7
	4	\$62,231.65	\$63,560.38	\$45,456.06	\$81,974.90	7
	5	\$65,213.59	\$68,130.00	\$44,625.00	\$87,230.00	8
<b>Chief Deputy Clerk</b>	All	\$59,595.41	\$51,764.00	\$20,689.04	\$161,928.00	212
	1	\$92,382.41	\$89,932.00	\$42,003.25	\$161,928.00	53
	2	\$49,641.41	\$47,170.82	\$25,084.08	\$86,177.65	37
	3	\$50,546.61	\$47,216.00	\$27,120.00	\$75,529.05	51
	4	\$47,880.75	\$44,997.94	\$20,689.04	\$73,340.80	39
	5	\$45,500.02	\$42,133.88	\$32,338.68	\$85,248.14	32
<b>Deputy Clerk</b>	All	\$38,998.73	\$38,071.00	\$15,300.95	\$227,367.10	1491
	1	\$38,856.99	\$38,461.10	\$25,502.00	\$108,596.80	746
	2	\$40,309.74	\$38,212.82	\$20,000.00	\$134,531.28	180
	3	\$40,215.52	\$37,818.02	\$15,538.41	\$227,367.14	264
	4	\$37,869.43	\$37,247.20	\$15,308.80	\$103,927.00	182
	5	\$36,931.92	\$36,981.49	\$15,300.95	\$73,275.00	119
<b>Clerk</b>	All	\$46,108.39	\$43,097.60	\$17,680.00	\$201,895.20	2097
	1	\$45,940.36	\$43,295.20	\$25,854.00	\$201,895.20	1682
	2	\$50,468.29	\$42,027.84	\$27,207.70	\$113,499.31	95
	3	\$44,644.39	\$39,073.00	\$20,800.00	\$122,569.98	145
	4	\$47,048.01	\$41,662.40	\$17,680.00	\$121,927.00	126
	5	\$45,339.18	\$41,696.20	\$22,984.00	\$91,676.06	49
<b>Director</b>	All	\$94,833.73	\$93,828.80	\$55,640.00	\$140,004.80	38
	1	\$94,833.73	\$93,828.80	\$55,640.00	\$140,004.80	38
<b>Manager</b>	All	\$69,599.01	\$64,876.35	\$34,216.00	\$163,553.80	146
	1	\$70,979.81	\$69,924.00	\$34,216.00	\$163,553.78	135
	3	\$56,009.82	\$59,475.00	\$42,120.00	\$71,760.00	5
	4	\$49,855.29	\$47,443.90	\$35,941.00	\$64,770.42	6
<b>Specialist</b>	All	\$44,448.30	\$41,236.60	\$25,503.00	\$69,804.80	90
	1	\$44,502.38	\$41,236.60	\$25,503.00	\$69,804.80	88
	2	\$46,370.40	\$46,370.40	\$46,370.40	\$46,370.40	1
	4	\$37,768.00	\$37,768.00	\$37,768.00	\$37,768.00	1
<b>Supervisor</b>	All	\$57,750.52	\$57,103.20	\$31,184.47	\$88,192.00	188
	1	\$59,827.90	\$59,696.02	\$32,548.00	\$88,192.00	158
	2	\$45,515.82	\$44,207.80	\$34,880.04	\$57,103.20	23
	3	\$56,116.25	\$57,660.00	\$47,411.00	\$61,734.00	4
	4	\$44,320.18	\$50,628.00	\$31,184.47	\$51,148.08	3
<b>Other</b>	All	\$66,151.02	\$60,809.29	\$28,116.00	\$208,000.00	208
	1	\$65,767.62	\$61,713.60	\$28,116.00	\$132,662.41	187
	2	\$61,584.67	\$61,584.67	\$53,976.08	\$69,193.26	2
	3	\$63,265.99	\$50,000.08	\$30,326.40	\$109,471.50	3
	4	\$44,144.06	\$40,976.53	\$37,339.20	\$57,284.00	4
	5	\$80,943.72	\$52,612.49	\$37,809.78	\$208,000.00	12

## *Court Support Personnel Salaries Compared to Cost of Living*

A crucial benchmark of this study is assessing the current salaries of court personnel and clerk staff in relation to the cost of living in the county with which they are employed. A living wage is defined as the salary a full-time employee must earn to cover the cost of their family's minimum basic needs<sup>18</sup>. The living wage estimate is calculated for 12 different family types varying the number of working adults (1 working adult, 2 working adults, and 2 adults but only 1 working) and number of children in the household (0 children, 1 child, 2 children, and 3 children). For the comparison analysis presented here, the research team used the living wage for a family of 1 adult working and 0 children which reflects the lowest living wage among all 1 working adult household size combinations and hence the most conservative estimate.

For purposes of the cost-of-living comparison, the research team divided the analysis by group, court personnel and clerk staff. In this portion of the analysis, the research team omitted court reporters and judges from this analysis. Based on the results of the analysis of the database and the labor market for court reporters, it is assumed that all court reporters will be above the living wage in their respective county. The same assumption is carried forward for members of the judiciary. Including these two groups in the analysis of court personnel would artificially inflate the number of employees who are earning above the living wage in this group. By contrast, the research team included all employees who were reported as working in the clerk's office because the same salary and labor market information for specific position titles does not exist. All information presented in this section will exclude court reporters and judges.

According to the data provided by counties, about 34% of clerks and court support staff are earning a salary that is below the living wage in their respective county. For clerks' staff that value is 43% and for court staff it is 11%. In terms of geographical dispersion, the figure below (

**Figure 30**) displays the percentage of court personnel and clerk staff earning below the living wage across the state. Similarly, **Table 10**, provides the median living wage for each stratum based on the counties that provided data and the percentage of employees earning a salary less than the living wage by court personnel and clerk staff. The table and figure highlight the percentage of staff earning a salary below the living wage is somewhat similar across the state without a clear geographical difference.

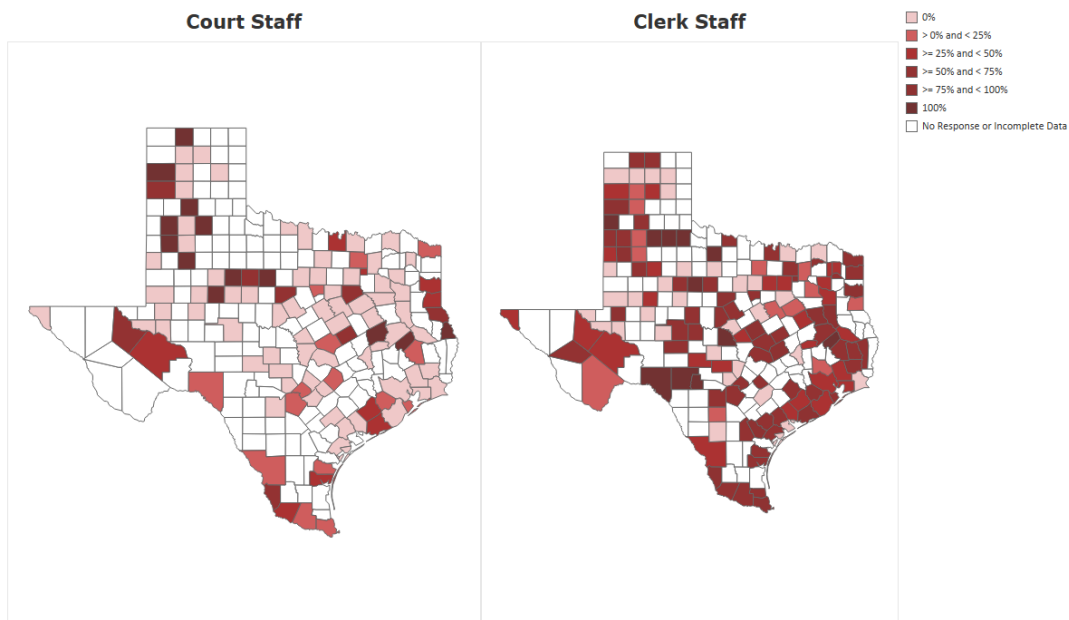
---

<sup>18</sup> For more information about the living wage see Amy K. Glasmeier, "Living Wage Calculator," Massachusetts Institute of Technology, 2024. Accessed on [Data accessed on November 23, 2024], <https://livingwage.mit.edu/states/48/locations>

*Table 10: Percent of Employees Below Living Wage by Stratum*

Stratum	Type	Median Living Wage	Percent of Employees Below Living Wage
1	Court	\$38,900.76	2.69%
1	Clerk	\$40,141.22	42.08%
2	Court	\$37,630.54	17.76%
2	Clerk	\$37,829.01	36.80%
3	Court	\$37,253.44	9.94%
3	Clerk	\$37,412.21	44.29%
4	Court	\$38,384.73	7.02%
4	Clerk	\$37,779.39	47.35%
5	Court	\$37,888.55	19.51%
5	Clerk	\$37,253.44	45.61%

*Figure 30: Percent of Staff Under Living Wage by County*



In addition to the percentage of court personnel and clerk staff who are earning a salary below their needed cost of living, the research team calculated the average (mean) and median dollar amount needed to raise their salaries up to the cost of living within their county. Further, the research team calculated the average percentage increase each employee would need to bring their salary to the living wage within their county. **Table 11** presents the number of employees earning a salary below the living wage in their county, the mean and median dollar amounts needed for each individual employee's salary to be brought to the living wage as well as the median percentage increase each employee would need to receive for their salary to be brought to the living wage. Based on this

information, the research team estimates a fiscal note of \$10,574,391.99 is needed to bring all court personnel and clerk staff to the living wage within their county.

*Table 11: Number of Employees Earning Below Living Wage and Amount Needed to Raise Salaries*

<b>Stratum</b>	<b>Type</b>	<b>Number of Employees Below Living Wage</b>	<b>Mean Dollar Increase Needed</b>	<b>Median Dollar Increase Needed</b>	<b>Median Percentage Increase Needed</b>
1	Court	27	\$6,038.16	\$5,155.70	13.14%
1	Clerk	1409	\$4,442.80	\$3,831.96	10.20%
2	Court	19	\$5,588.27	\$4,866.91	15.49%
2	Clerk	131	\$5,626.16	\$4,916.16	15.13%
3	Court	17	\$8,798.43	\$6,587.98	14.60%
3	Clerk	217	\$7,399.35	\$5,254.27	15.91%
4	Court	8	\$4,268.82	\$2,987.82	8.78%
4	Clerk	179	\$4,658.92	\$3,554.20	10.58%
5	Court	8	\$8,271.47	\$8,495.60	32.43%
5	Clerk	104	\$5,949.53	\$5,081.84	16.18%

### *Recommended Salary Range for Court Personnel and Clerk Staff*

To further expand upon the notion of raising the salaries of court personnel and clerk staff to the cost of living within their county, the research team utilized the collected salary database to develop a series of recommended salary ranges for selected titles. The estimates are summarized by minimum and maximum values offering a salary range to guide policymakers in suggesting salaries for each title in each stratum. **Table 12** presents 2023 salary recommendations for each title by stratum.

However, a few limitations need to be taken into consideration when interpreting the values below. First, the public salary request used to compile the salary database did not include information on experience. Hence, there is no way to account for differences in salaries due to experience whether at the current title or overall experience. Additionally, there is no information about the education level of the employee which could theoretically affect some salaries through a fixed stipend. Further, while overall job experience is important, there is no information about job tenure which could also impact the salaries through longevity stipends. Second, the smaller the sample size, the less weight one should give to the salary range estimate. **Table 12** displays the sample size that was used to create those estimates. For instance, the sample size is a concern when estimating the salary range for Managers and Supervisors across different strata. Finally, the values below represent a snapshot in time of a suggested salary range (minimum and maximum values), and do not account for changes in purchasing power due to inflation and other macroeconomic factors.

The 2023 salary estimates were calculated by creating a minimum and a maximum value an employee should be offered based on their title and stratum where the job is located. As some crucial information (experience, education, tenure, longevity, etc.) is missing the best approach is to allow the reported salary distribution to guide the salary range estimate. One main limitation in this

approach is how to account for salary outliers across both ends (lowest and highest values). For the minimum range estimate, the research team compared the highest minimum living wage in the stratum with the lowest actual salary in the database for each title within each stratum. The minimum range estimate was then calculated as the larger value between the two above estimates. This approach guarantees that every minimum salary listed below is above the minimum living wage in each stratum. For the maximum salary range, the research team used the distribution of the collected salaries and used the 98<sup>th</sup> percentile value of the highest salary documented for each title in each stratum. This approach guarantees that the maximum salary estimate below is not influenced by extreme salary outliers observed in the database.

*Table 12: Recommended Salary Ranges by Title*

<b>Stratum</b>	<b>Title</b>	<b>Min</b>	<b>Max</b>	<b>Sample Size</b>
1	Admin	\$49,479.00	\$124,862.00	438
1	Chief Deputy Clerk	\$49,479.00	\$156,915.00	53
1	Clerk	\$49,479.00	\$72,072.00	1682
1	Coordinator	\$49,380.00	\$91,354.00	482
1	Deputy Clerk	\$49,479.00	\$56,533.00	746
1	Manager	\$46,423.00	\$148,460.00	211
1	Supervisor	\$49,479.00	\$85,946.00	165
2	Admin	\$42,652.00	\$78,812.00	62
2	Chief Deputy Clerk	\$42,136.00	\$86,178.00	37
2	Clerk	\$42,652.00	\$92,216.00	95
2	Coordinator	\$42,136.00	\$76,079.00	29
2	Deputy Clerk	\$42,652.00	\$79,399.00	180
2	Supervisor	\$37,214.00	\$57,103.00	23
3	Admin	\$51,742.00	\$81,380.00	64
3	Chief Deputy Clerk	\$51,742.00	\$75,509.00	51
3	Clerk	\$51,742.00	\$99,840.00	145
3	Coordinator	\$44,994.00	\$94,223.00	75
3	Deputy Clerk	\$44,994.00	\$63,380.00	264
3	Manager	\$44,994.00	\$71,760.00	5
3	Supervisor	\$51,742.00	\$61,734.00	4
4	Admin	\$46,086.00	\$121,970.00	43
4	Chief Deputy Clerk	\$43,366.00	\$73,341.00	39
4	Clerk	\$44,081.00	\$98,757.00	126
4	Coordinator	\$44,934.00	\$80,975.00	55
4	Deputy Clerk	\$43,366.00	\$54,988.00	182
4	Manager	\$44,081.00	\$73,421.00	9
4	Supervisor	\$38,762.00	\$51,148.00	3
5	Admin	\$45,093.00	\$100,328.00	31
5	Chief Deputy Clerk	\$45,093.00	\$85,248.00	32
5	Clerk	\$40,211.00	\$91,676.00	49
5	Coordinator	\$40,211.00	\$69,587.00	16

5	Deputy Clerk	\$45,093.00	\$59,902.00	119
5	Manager	\$51,240.00	\$51,240.00	1

## Optimal Staffing Formula

A key deliverable of this project was to develop a formula that would aid county leaders in estimating the number of staff needed to effectively and efficiently support the courts and clerks' offices of their jurisdictions. The research team completed this task through multiple phases. The first phase included examining the existing literature about estimating court and clerk staffing needs. The second phase relied on identifying the main functions and tasks of court staff and clerks across the State of Texas. The third phase used the determined list of functions and tasks to estimate the time it takes to complete each task. The final phase was to assess the formula.

In the first phase, the research team conducted a literature review, divided into four distinct categories: ideal staffing models outside of the criminal justice system; previous studies of judicial and court effectiveness; previous studies evaluating judicial workload; and previous studies evaluating the workloads of court support personnel. Literature is somewhat scarce on this topic. (see appendix for an in-depth review of the literature).

In the second phase, the research team reviewed different Texas statutes, summarized survey responses, and worked with different court staff and clerks throughout multiple virtual meetings to define a list of functions and tasks which could be generalized across different jurisdictions. Over the course of the stakeholder interviews and review of statutes, the research team recognized the different job functions that each group performs and identified the need for specific formulas that represented each group. Thus, the research team made the decision to construct two distinct formulas, one for court support personnel and one for County and District Clerks' offices. The research team referenced the findings from the stakeholder interviews and relevant Texas statutes to compile a specific list of job functions as the first component of the formula. Additionally, recognizing the vast differences between courts and clerks' offices of the different jurisdictions in Texas, the research team constructed the formula framework to allow for the addition of up to two additional job functions that may be specific to the court or clerk's office utilizing the formula to allow for customization based on their needs. The table below summarizes the job functions for the clerks and then for court personnel.

### Court Support Personnel Job Functions

- Manage court operations, including consulting with the judge, working with other court staff, and coordinating the transfer of inmates
- Assist the judge with court proceedings
- Assist in the development of court guidelines, procedures, and standards
- Coordinate the request for juries for the court with the District Clerk
- Manage the court calendar/docket
- Preparing periodic reports as requested by the judge, the courts, and other departments
- Administrative support to the Judge
- Assist with activities supporting probate and guardianship cases

#### County and District Clerk Job Functions:

- Records management
- Financial office/financial collections
- Licensing (marriage, birth certificates, etc.)
- Court case management
- Process case filings (e-filings, etc.)
- Record acts of proceedings in court
- Elections management
- Jury administration
- Process passport applications
- Administrative support for county commissioners court
- Complete reporting to the office of court administration and other agencies
- Preparing appeals
- General customer service
- Human resources and training

Once the main job functions were defined (see above) and specific list of tasks (see appendix for a complete list of the functions and tasks), the research team began to identify specific variables to include the formula. The research team also constructed the framework of the staffing formula, which consisted of the following variables:

- Job functions
- Number of tasks within each job function
- Amount of time per task to complete each job function
- Number of hours per week to complete the number of tasks specified by the stakeholder
- Miscellaneous time allowance
- Number of staff needed to complete the number of tasks specified by the stakeholder
- Number of current staff employed in the court or clerks' office
- Number of staff needed to meet the workload demand of each job function
- Number of tasks needed to meet the workload demand of the entire court or clerks' office

In the third phase, and through two Delphi Panels and multiple one-on-one meetings, the research team created time estimates for tasks with each main function. The time estimates referred to the number of hours needed to complete a task per week by one staff member (**Table 13** and **Table 14**).

The number of hours does not necessarily add up to 40 hours as one staff member may not be responsible for all the tasks. In some larger jurisdictions, staff members may only be tasked to work on one main job function.

*Table 13: Estimated Time Per Function – Court Formula*

<b>Main job function – Court Support Personnel</b>	<b># of hours by 1 staff for 1 task per week</b>
<b>Manage court operations, including consulting with the judge, working with other court staff, and coordinating the transfer of inmates</b>	15
<b>Assist the judge with court proceedings</b>	12
<b>Assist in the development of court guidelines, procedures, and standards</b>	1
<b>Coordinate the request for juries for the court with the District Clerk</b>	1
<b>Manage the court calendar/docket</b>	4
<b>Preparing periodic reports as requested by the judge, the courts, and other departments</b>	1
<b>Administrative support to the judge</b>	3
<b>Assist with activities supporting probate and guardianship cases in the court</b>	10

*Table 14: Estimated Time Per Function – Clerk Formula*

<b>Main job function – county and deputy clerks</b>	<b># of hours by 1 staff for 1 task per week</b>
<b>Records management</b>	0.25
<b>Financial officer/financial collections</b>	0.5
<b>Licensing (marriage licenses, birth certificates, etc.)</b>	1
<b>Court case management</b>	0.75
<b>Process case filings (e-filings, etc.)</b>	0.75
<b>Record acts of proceedings in court</b>	2
<b>Elections management</b>	3
<b>Jury administration</b>	11.25
<b>Process passport applications</b>	2
<b>Administrative support for county commissioners court and juvenile board</b>	4
<b>Complete reporting to the office of court administration and other agencies</b>	2
<b>Preparing appeals</b>	3
<b>General customer service</b>	0.25
<b>Human resources and training</b>	2

Further, the research team identified the need to build in miscellaneous allowance time to the formula. This miscellaneous allowance accounts for staff time between tasks or time spent



performing other essential tasks which may not covered in the specific job functions of the formula<sup>19</sup>. The research team set the calculation for miscellaneous allowance at 10%. Additionally, to account for time off as described in the county's benefits package, the research team assumed two weeks paid time off per staff member which accounts for 80 hours per year, which in turn translates into 1.5 hours per week (or 3.75% of a typical 40 hours work week) per staff that would need to be made up for. Hence, the research team increased the miscellaneous allowance to 13.75% to account for vacation time. The research team did not include any state or federal holidays as the implicit assumption is on those days, there is no official work done in the county.

After establishing the job function variables, the research team next considered the units for each task. The research team considered using case filings as many previous studies have done<sup>20,21,22</sup>, however, based on interviews with stakeholders and review of the literature<sup>23</sup>, determined case filings alone would not account for the workload of the court support and clerks' office personnel. Ultimately, the research team determined that each job function should have an individual unit based on the job function. For example, the job function of 'Managing the Court's Calendar/Docket' would be interpreted as one calendar/docket per day, up to five days per week. Implicitly, the number of case filings are represented as number of tasks within each function (for instance in the record management, licensing, or court case management functions).

In the fourth and final phase and to validate the findings of the Delphi Panels, the research team conducted a series of cognitive interviews with past participants and selected County and District Clerks. In these interviews, the research team walked each participant through their respective formula for confirmation of the findings and usability<sup>24</sup>. Additionally, the research team shared a draft of the formula with two jurisdictions for testing. The first jurisdiction applied their own data points to evaluate the clerk's formula, while the second focused on assessing the court support personnel formula. Both jurisdictions expressed support for the developed formula, acknowledging its potential to effectively estimate staffing needs.

## Conclusions and Lessons Learned

Studying staffing levels in Texas courts presented significant challenges due to the sheer size of the state and the vast number of courts spread across its diverse regions. In addition, the complexity of the justice system and the size and geography of Texas counties hinders any application of a "one-

---

<sup>19</sup> Napirah, Muh. R., & Sulistiani, A. O. (2015). Analysis of the optimal number of staff needed using workload indicator of staffing needed (WISN) method in laboratory unit of Public Hospital Anutapura Palu. *Public Health of Indonesia*, 1(1). <https://doi.org/10.36685/phi.v1i1.3>

<sup>20</sup> Fritz, A. R. (2012). "The Implications of Developing and implementing a Staff Study in Minnesota Courts." *Institute for Court Management*, State of Minnesota.

<sup>21</sup> Ostrom, B.J. & Kleiman, M., & LaFountain, N. (2008). "Measuring Current Judicial Workload in Texas, 2007." *National Center for State Courts*.

<sup>22</sup> Tallarico, S., Ostrom, B.J., Douglas, J., & Rother, S. (2023). "Measuring Current Judicial Workload in Texas." *National Center for State Courts*.

<sup>23</sup> Gaskin, F. (2005). "An Analysis of Current Staffing in the Circuit Court Clerks' Offices in Maryland." *Institute for Court Management*, State of Maryland.

<sup>24</sup> The research team intends to further test and validate the formulas through the input of data received through public information act requests.

size-fits-all” structure. The diversity in tasks and functions, from clerical work to case management and legal support, adds further complexity, as does the wide range of case types that these systems engage with. This study was the first of its kind to evaluate the number of court support personnel and clerk staff who support the judicial branch of Texas. In addition to seeking to understand the number of employees, this study sought to define the specific work functions of each group and understand the challenges of their respective workloads. While this study made significant strides in defining a clear list of work functions, more can be done to define the associated time demands for each function.

One assumption of this study was most county employees work a standard 40-hour work week, however, the clerks and court support personnel who participated in this effort expressed regularly working beyond the 40-hour mark. This may include staying late, skipping lunch, or taking work home with them to stay on top of their workload. Many participants reported regularly accruing compensatory time, or comp time, and finding it challenging to take the time off. It is important that calculations to estimate their workload consider the standard work week and accrued compensatory time. This study was not designed to empirically capture the amount of time court support personnel and clerk staff spend on each work function but was designed to define the work functions of each of the respective categories of personnel. A future study is needed to capture the amount of time in a given week or over a period of time personnel spend completing each of their work functions. The results of this future work should be used to update the recommended amounts of time per work function in the previously presented staffing formula.

In addition to defining the tasks and workload of the court support personnel and clerks’ office staff, this study made several discoveries about the demographics of these offices, namely that about 50% of employees in these roles have been in their positions for less than five years. According to the survey respondents, salary and benefits are the most important things to attract new employees to the role. However, respondents had little discretion in setting the salary or benefits packages that they could offer to new employees. Instead, these decisions are at the discretion of the County Commissioner’s Court, who often make decisions for the county as a whole.

The overwhelming majority of both court support personnel and clerks’ office staff believe their workload is heavy. However, there is a clear difference in the perception of the workload and the sufficiency of the level of their current staff, where slightly above half believe the existing number of staff is sufficient, with higher rates of sufficiency in rural areas.

Of note, survey respondents reported that the court reporter is one of the most difficult positions to hire and retain. This supports anecdotal reports of a ‘shortage of court reporters’ across the state. Interviewees reported the court reporter position was well compensated and in demand. This study did not focus on the causes of the low supply of court reporters. More investigation is certainly warranted to understand this issue.

Many of the County and District Clerks as well as court support personnel who participated in this effort expressed frustration with their lack of perceived voice in the legislative process. Many felt they received additional tasks as part of their workload each legislative session with little consideration for the impact on their workload. In addition, many participants reported these new tasks were unfunded mandates.

Throughout the study, the research team experienced both notable successes and significant challenges. Capturing these experiences is essential for documenting lessons learned and improving future research efforts.

### **Lesson 1 - Public Data Requests as a Strategy**

One key takeaway is that submitting public data requests proved to be the most effective approach for gathering information on staffing levels and salaries. However, several hurdles must be considered:

- *Response Rates:* While over 70% of jurisdictions responded to the request, many did not. Some jurisdictions explicitly stated they would not provide a response and with others there was no communication.
- *Limitations of Data Availability:* Jurisdictions are not obligated to create new information to fulfill public data requests. As a result, if a jurisdiction did not already collect details on staffing levels, salaries, or job titles, the data provided was often incomplete and unusable.
- *Data Accuracy:* Because jurisdictions were not required to create data, reports or format their data to the specifications of the research team, many difficulties were encountered in classifying the data received from counties to compare positions across counties. The research team presented the data received from the counties in this analysis and report, which highlights the diverse naming conventions and classification of similar level positions across counties.
- *Contact Accuracy:* Identifying the appropriate person responsible for handling public information requests is critical. Contact information listed publicly does not always correspond to the correct individual, which can delay or hinder responses.

### **Lesson 2 - Engaging Court Staff and Clerks Through a Working Group**

A second critical insight is the value of convening a working group of court staff and clerks to actively participate in research activities from the beginning throughout the study. While the support of the OCA was instrumental, establishing a dedicated working group would enhance participation by court staff and clerks. Additionally, it would provide these stakeholders with a platform to contribute to policies and procedures that directly impact their roles, fostering collaboration and more meaningful outcomes.

## **Recommendations**

The research team suggests the following recommendations to further the work of this study. These recommendations are currently addressed to OCA as the agency that requested the study. However, to address the recommendations, legislators and county decision-makers will also play a role.

### **Recommendation 1 – Increase salaries of court support personnel and clerks’ office staff to the county living wage and create suggested standardized pay scales for counties.**

At a minimum, the gap between salaries and the living wage should be closed. This will inevitably require additional funding from either the state legislature or the counties themselves. A model piece

of legislation to consider is the recent passing of Senate Bill 22 (SB22) which provided rural counties with additional funding to support salary supplements for certain county positions. A similar increase for court and clerk staff could pay off in return with increased staff retention and in turn judicial efficiency.

Additionally, a model standardized pay scale for court support personnel and clerks' office staff should be created to ensure consistent and competitive compensation, reducing reliance on commissioners for periodic pay adjustments. Establishing this structure will provide stability, improve staff morale, and support long-term workforce sustainability as staff will have a clear career path. State leadership should consider adopting a similar approach to the federal pay scale guidelines which take into account education and experience but put less emphasis on location to apply a standardized compensation model to similar positions.

***Recommendation 2 – Conduct a state-wide time study of county and district clerks' offices and court support personnel to further refine key values in the staffing formula.***

This effort utilized numerous methods to estimate the amount of time needed to perform each of the job functions in the staffing formulas. Based on feedback from stakeholders, it was clear that many would have preferred a time study, specific to their office or county size, which would better approximate the amount of time spent on each task to their unique needs. Some counties may prefer to conduct such a study for themselves, while others may need support from OCA to develop such a study. The research team suggests additional discussion on the best way to implement these studies that provide a county specific approach but still allow for generalizations across the state.

This effort was one of the first to compare the titles used across position groups across courts and counties. In doing so, this study was able to empirically support the anecdotal reports of counties using various titles for the same or similar positions. The research team recommends that as a part of the future work position descriptions are gathered to fully understand the work being executed by each title and time spent on each task. This further data collection and analysis will add additional robustness to the salary comparison data.

***Recommendation 3 – Continue to support and educate counties and stakeholders on the value of data collection and reporting.***

Such support could be in terms of training on data collection and reporting, but also in terms of establishing regional data coordinators across the state to work closely with regional and local stakeholders. This recommendation would support counties with the Texas House Bill (HB 2384).

# Appendices

## Appendix A: Counties with Assigned Strata (Alphabetical)

Anderson	3
Andrews	2
Angelina	4
Aransas	5
Archer	3
Armstrong	2
Atascosa	5
Austin	4
Bailey	2
Bandera	5
Bastrop	4
Baylor	2
Bee	5
Bell	1
Bexar	1
Blanco	4
Borden	2
Bosque	4
Bowie	3
Brazoria	1
Brazos	4
Brewster	5
Briscoe	2
Brooks	5
Brown	2
Burleson	4
Burnet	4
Caldwell	4
Calhoun	5
Callahan	2
Cameron	1
Camp	3
Carson	2
Cass	3
Castro	2
Chambers	4
Cherokee	3
Childress	2
Clay	3

Coke	2
Coleman	2
Collin	1
Collingsworth	2
Colorado	4
Comal	4
Comanche	4
Concho	2
Cooke	3
Coryell	4
Cottle	2
Crane	2
Crockett	5
Crosby	2
Culberson	5
Dallam	2
Dallas	1
Dawson	2
Deaf Smith	2
Delta	3
Denton	1
DeWitt	5
Dickens	2
Dimmit	5
Donley	2
Duval	5
Eastland	3
Ector	2
Edwards	5
El Paso	1
Ellis	3
Erath	3
Falls	4
Fannin	3
Fayette	4
Fisher	2
Floyd	2
Foard	2
Fort Bend	1

Freestone	3
Frio	5
Gaines	2
Galveston	1
Garza	2
Gillespie	5
Glasscock	2
Goliad	5
Gonzales	4
Gray	2
Grayson	3
Gregg	3
Grimes	4
Guadalupe	4
Hale	2
Hall	2
Hamilton	4
Hansford	2
Hardeman	2
Hardin	4
Harris	1
Harrison	3
Hartley	2
Haskell	2
Hays	4
Hemphill	2
Henderson	3
Hidalgo	1
Hill	4
Hockley	2
Hood	3
Hopkins	3
Houston	3
Howard	2
Hudspeth	5
Hunt	3
Hutchinson	2
Irion	2
Jack	3

Cochran	2
Jasper	4
Jeff Davis	5
Jefferson	1
Jim Hogg	5
Jim Wells	5
Johnson	3
Jones	2
Karnes	5
Kaufman	3
Kendall	5
Kenedy	5
Kent	2
Kerr	5
Kimble	5
King	2
Kinney	5
Kleberg	5
Knox	2
La Salle	5
Lamar	3
Lamb	2
Lampasas	4
Lavaca	4
Lee	4
Leon	3
Liberty	4
Limestone	3
Lipscomb	2
Live Oak	5
Llano	4
Loving	2
Lubbock	1
Lynn	2
Madison	4
Marion	3
Martin	2
Mason	5
Matagorda	4
Maverick	5
McCulloch	5
McLennan	1

Franklin	3
McMullen	5
Medina	5
Menard	5
Midland	2
Milam	4
Mills	2
Mitchell	2
Montague	3
Montgomery	1
Moore	2
Morris	3
Motley	2
Nacogdoches	3
Navarro	4
Newton	4
Nolan	2
Nueces	1
Ochiltree	2
Oldham	2
Orange	4
Palo Pinto	3
Panola	3
Parker	3
Parmer	2
Pecos	5
Polk	4
Potter	2
Presidio	5
Rains	3
Randall	2
Reagan	5
Real	5
Red River	3
Reeves	2
Refugio	5
Roberts	2
Robertson	4
Rockwall	3
Runnels	2
Rusk	3
Sabine	3

Jackson	5
San Augustine	3
San Jacinto	4
San Patricio	5
San Saba	4
Schleicher	2
Scurry	2
Shackelford	2
Shelby	3
Sherman	2
Smith	3
Somervell	3
Starr	5
Stephens	3
Sterling	2
Stonewall	2
Sutton	5
Swisher	2
Tarrant	1
Taylor	2
Terrell	5
Terry	2
Throckmorton	2
Titus	3
Tom Green	2
Travis	1
Trinity	4
Tyler	4
Upshur	3
Upton	5
Uvalde	5
Val Verde	5
Van Zandt	3
Victoria	5
Walker	4
Waller	4
Ward	2
Washington	4
Webb	1
Wharton	4
Wheeler	2
Wichita	3

Wilbarger	2
Willacy	5
Williamson	1
Wilson	5
Winkler	2
Wise	3
Wood	3
Yoakum	2
Young	3
Zapata	5
Zavala	5



## Appendix B: No Public Information Act Request Data

*Appendix Table 1. Responded But Data Was Not Usable*

Gaines	Ochiltree	Stephens
Kinney	Presidio	Travis

*Appendix Table 2. Did Not Respond*

Archer	Donley	Kenedy	Rusk
Armstrong	Duval	Kent	San Augustine
Austin	Erath	Kerr	San Jacinto
Borden	Fannin	Knox	San Patricio
Briscoe	Fayette	Lavaca	Somervell
Brooks	Foard	Limestone	Sterling
Burleson	Grimes	Marion	Sutton
Callahan	Hall	Maverick	Terrell
Childress	Hamilton	McCulloch	Terry
Collingsworth	Hardeman	McMullen	Upton
Crockett	Haskell	Midland	Uvalde
Crosby	Hemphill	Morris	Walker
Culberson	Hopkins	Newton	Waller
Dallam	Hudspeth	Orange	Wheeler
Dawson	Jim Hogg	Rains	Wilbarger
Denton	Jim Wells	Reagan	Wilson
Dickens	Karnes	Red River	Young
Dimmit	Kaufman	Roberston	Zavala

# Appendix C: Survey

9/20/24, 3:43 PM

Qualtrics Survey Software



## Block 1

As part of the 88th Legislative Session, the Texas Office of Court Administration (OCA) was ordered to conduct a study to evaluate the workload of court and clerk staff in Texas. In order to meet that need, OCA has partnered with the Public Policy Research Institute (PPRI) at Texas A&M to conduct an in-depth study of the workload of the staff for the District Courts, County Courts at Law, Statutory Probate Courts, Specialty Children's Courts, as well as the staff of all District and County Clerks.

The study will deploy a mixed methods approach involving a brief survey and set of relational interviews, and is focused on identifying current staffing levels, the associated salary ranges, and developing a formula to identify potential staffing needs for Texas courts and clerk's offices. As a part of this study, PPRI is seeking to collect information about current staffing levels and trends from the individuals who support the courts and clerks' offices of Texas, such as yourself. The study has been approved by the Institutional Review Board (IRB) at Texas A&M University (STUDY 2024-0439, Approved 06/25/2024).

This survey should take approximately 20 minutes to complete. Your responses will remain confidential and will not be reported back to OCA or any other policy-making body in a way that can identify you. The survey can be found by following this link: [Texas Court and Clerk Staff Workload Survey](#).

If you are interested in having additional staff complete the survey, please contact Jena Prescott at [jprescott@exchange.tamu.edu](mailto:jprescott@exchange.tamu.edu).

If you have any questions about the study or our research, you can reach out to the Court Services Division at OCA at [CourtServices@txcourts.gov](mailto:CourtServices@txcourts.gov) or contact our Principal Investigator, Georges Naufal, at [gnaufal@tamu.edu](mailto:gnaufal@tamu.edu).

## General Questions

### **General Questions**

What is your primary county of employment?

In what branch of government is your primary role located?

- District Court, County Court at Law, Statutory Probate Court, or Specialty Children's Court
- District and/or County Clerk's Office
- Duties in both
- Other, Please describe

What court(s) do you support in this county?

What is your primary role in this county? Select all that apply.

- County Court at Law Judge

- District Court Judge
- Probate Court Judge
- Court Administrator
- Court Coordinator
- Court Manager
- Court Reporter
- Deputy County Clerk
- Deputy District Clerk
- Elected County Clerk
- Elected District Clerk
- Staff employed in County Clerks Office
- Staff employed in District Clerks Office
- Other, Please describe

How long have you served in your current role in this county?

- Less than a year
- 1-5 years
- 6-10 years
- 10+ years

Are you a full time or part time employee?

- Full time
- Part time
- Prefer not to answer

## Workload

### Workload

The remaining questions only apply to your **current role in your primary county of employment.**

Please indicate the number of full-time and part-time employees in your office for the following roles.

	Number of full-time employees	Number of part-time employees
County Court a Law Judge	<input type="text"/>	<input type="text"/>
District Court Judge	<input type="text"/>	<input type="text"/>
Probate Court Judge	<input type="text"/>	<input type="text"/>
Court Administrator	<input type="text"/>	<input type="text"/>
Court Coordinator	<input type="text"/>	<input type="text"/>
Court Manager	<input type="text"/>	<input type="text"/>
Court Reporter	<input type="text"/>	<input type="text"/>
Deputy County Clerk	<input type="text"/>	<input type="text"/>
Deputy District Clerk	<input type="text"/>	<input type="text"/>
Elected County Clerk	<input type="text"/>	<input type="text"/>
Elected District Clerk	<input type="text"/>	<input type="text"/>

	Number of full-time employees	Number of part-time employees
Staff employed in County Clerks Office	<input type="text"/>	<input type="text"/>
Staff employed in District Clerks Office	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

Are there any open positions in your office?

- Yes
- No
- Unsure

Please indicate the number of open positions and how long the positions have been open for the following roles.

	Number of open positions	Number of months open
Court Administrator	<input type="text"/>	<input type="text"/>
Court Coordinator	<input type="text"/>	<input type="text"/>
Court Manager	<input type="text"/>	<input type="text"/>
Court Reporter	<input type="text"/>	<input type="text"/>
Deputy County Clerk	<input type="text"/>	<input type="text"/>
Deputy District Clerk	<input type="text"/>	<input type="text"/>
Elected County Clerk	<input type="text"/>	<input type="text"/>

	Number of open positions	Number of months open
Elected District Clerk	<input type="text"/>	<input type="text"/>
Staff employed in County Clerks Office	<input type="text"/>	<input type="text"/>
Staff employed in District Clerks Office	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

On a scale from 1 to 5, please indicate how you feel about your current workload in the court system.

- (1) Very light workload  (2) Light workload  (3) Moderate workload  (4) Heavy workload  (5) Very heavy workload

Is the current number of employees sufficient to support the court(s) you serve?

- Yes  
 No

Please indicate the number of additional employees you need to support the court(s) you serve for the following roles.

Number of additional employees needed

Court Administrator	<input type="text"/>
Court Coordinator	<input type="text"/>
Court Manager	<input type="text"/>
Court Reporter	<input type="text"/>
Deputy County Clerk	<input type="text"/>
Deputy District Clerk	<input type="text"/>
Staff employed in County Clerks Office	<input type="text"/>
Staff employed in District Clerks Office	<input type="text"/>
Other, Please describe	<input type="text"/>

What supports, such as technology, do you have to make your workload more manageable?

What support do you need to improve your ability to do your job?





## Salary information

### Salary Range, Cost-of-Living Adjustments (COLA) and Salary Wage Scale

In what range does your annual salary fall?

- Less than \$25,000
- \$25,001 - \$35,000
- \$35,001 - \$45,000
- \$45,001 - \$55,000
- \$55,001 - \$65,000
- \$65,001 - \$75,000
- \$75,001 - \$85,000
- \$85,001 or more
- Prefer not to answer

Do you think you are compensated fairly in your position?

- Yes

No

Do you think your colleagues in other positions are compensated fairly?

Yes

No

Which positions do you think are underpaid? Select all that apply.

- Court Administrator
- Court Coordinator
- Court Manager
- Court Reporter
- Deputy County Clerk
- Deputy District Clerk
- Elected County Clerk
- Elected District Clerk
- Staff employed in County Clerks Office
- Staff employed in District Clerks Office
- Other, Please describe

Does your county offer across the board Cost of Living (COLA) or salary wage scale adjustments?

- Yes
- No
- Unsure

Within the last three years, has your county received a (COLA) adjustment or wage scale adjustment?

- Yes
- No
- Unsure

When did the most recent COLA or wage scale adjustment happen?

- Number of months since COLA or wage scale adjustment:

- Unsure

What percentage was awarded for the most recent COLA or wage scale adjustment?

- 1%-3%
- 4%-7%
- 8% or more
- Other, Please specify
- Unsure

Does your county have any of the following? Select all that apply.

- Merit raises
- Incentives
- Bonuses
- None
- Unknown

In the past 12 months, have salaries been increased for any or all of your staff?

- Yes
- No
- Unsure

Please indicate the number of positions that received salary increases in the past 12 months for the following roles.

Number of salary increases

Court Administrator	<input type="text"/>
Court Coordinator	<input type="text"/>
Court Manager	<input type="text"/>
Court Reporter	<input type="text"/>
Deputy County Clerk	<input type="text"/>
Deputy District Clerk	<input type="text"/>
Elected County Clerk	<input type="text"/>
Elected District Clerk	<input type="text"/>
Staff employed in County Clerks Office	<input type="text"/>
Staff employed in District Clerks Office	<input type="text"/>
Other	<input type="text"/>

Why were salaries increased?

Do you anticipate, in the next 12 months, having a salary increase for any or all staff?

- Yes
- No
- Unsure

### Perceptions

### Perceptions

On a scale from 1-5, how difficult has it been to fill positions in your office over the past 12 months?

- (1) Extremely  
difficult
- (2) Somewhat  
difficult
- (3) Neither easy  
nor difficult
- (4) Somewhat  
easy
- (5) Extremely  
easy

Since you indicated that filling positions in your office over the past 12 months has involved some difficulty, please rate the importance of the following factors:

	(1) Very important	(2) Important	(3) Moderately important	(4) Slightly important	(5) Not at all important
Salary Level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits Offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	(1) Very important	(2) Important	(3) Moderately important	(4) Slightly important	(5) Not at all important
Geographic Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there any other factors that have made filling positions in your office over the past 12 months difficult?

What incentives do you have to help attract individuals to your office?

How often are job candidates willing to relocate from outside the county or area?

Never

- Rarely
- Sometimes
- Often
- Almost Always

Do you have discretion in setting salaries for new hires, or the ability to request new hires be started at different levels?

- Yes
- No
- Unsure

Please explain how salaries for new hires are set:

In your opinion, which position(s) in your office is the most difficult to fill? Select all that apply.

- Court Administrator
- Court Coordinator



- Court Manager
- Court Reporter
- Deputy County Clerk
- Deputy District Clerk
- Elected County Clerk
- Elected District Clerk
- Staff employed in County Clerks Office
- Staff employed in District Clerks Office
- Other, Please describe

In your opinion, which position(s) in your office is the most difficult to **keep** filled? Select all that apply.

- Court Administrator
- Court Coordinator
- Court Manager
- Court Reporter
- Deputy County Clerk
- Deputy District Clerk
- Elected County Clerk
- Elected District Clerk
- Staff employed in County Clerks Office
- Staff employed in District Clerks Office
- Other, Please describe

On a scale from 1-5, how likely is it that salary increases will improve retention in your office?

- (1) Extremely unlikely    (2) Somewhat unlikely    (3) Neither likely nor unlikely    (4) Somewhat likely    (5) Extremely likely

Please indicate how long it typically takes to fill the following positions.

	Less than 30 days	30-90 days	91-120 days	120 days or more	Unsure
Court Administrator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Coordinator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Reporter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deputy County Clerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deputy District Clerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elected County Clerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elected District Clerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff employed in County Clerks Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff employed in District Clerks Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there anything else you would like to add?

Powered by Qualtrics

# Appendix D: Interview Questions

## General Background

1. What is your current role?
2. How long have you been in the role?
3. What county/counties do you work in?
4. What courts or offices do you support?

## Workload

We are now going to start talking about your day-to-day tasks and responsibilities.

5. Please describe a typical workday.
  - a. *Interviewers Note:* if the interviewee does not describe time spent on each activity, please prompt them to share that
6. Please share with us anything else you are responsible for outside of your day-to-day activities. These may be reports you are asked to prepare quarterly or budgets you are asked to generate annually, etc.

We would now like to explore other things or activities that may impact your workload.

- a. *Interviewers Note:* you may skip 7 & 8 if the interviewee has already addressed these questions in 5 & 6.
7. Do different types of filings or cases impact your workload? For example, do criminal cases take more of your time than civil cases?
  - a. *Follow-Up Question* – Do you find that your staff spend a larger amount of time with pro se litigants?
8. Can you describe the mix of case types (criminal, civil, family, etc.) make up your current workload?
9. How do different types of case settings, such as status hearings, plea agreements, or jury trials, impact your workload?
10. What supports, such as technology and software programs, do you have to make your workload lighter?
11. What support do you need to improve your ability to do your job?

## Staffing and Salary

12. How many staff are employed in your office? Is this enough staff to support the court/office?
  - a. *Follow-Up Question* – Do you share those employees with any other departments?
13. Do you feel any positions are underpaid? Why or why not?
14. How difficult is it to fill positions in your office? What could be done to improve recruitment?
15. *Interviewers Notes: If the participant is a judge or court administrator, ask* – Do you have access to a staff attorney? Would the addition of a staff attorney assist with the workload of your court?

## Appendix E: Personnel Titles and Salaries

*Appendix Table 3: 2023 Filled Positions by Title and Strata – Court Staff*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	265	29	88	382
	1	150	23	32	205
	2	45	5	12	62
	3	29	1	30	60
	4	23	0	12	35
	5	18	0	2	20
<b>Analyst/IT</b>	All	19	1	0	20
	1	19	1	0	20
<b>Auditor</b>	All	19	0	2	21
	1	17	0	2	19
	3	1	0	0	1
	4	1	0	0	1
<b>Bailiff/Officers</b>	All	200	48	44	292
	1	150	30	4	184
	2	16	7	6	29
	3	21	11	23	55
	4	10	0	11	21
	5	3	0	0	3
<b>Chief Deputy Clerk</b>	All	19	0	7	26
	1	10	0	1	11
	2	5	0	0	5
	3	0	0	4	4
	4	4	0	0	4
	5	0	0	2	2
<b>Deputy Clerk</b>	All	18	0	8	26
	1	1	0	0	1
	2	11	0	0	11
	3	4	0	0	4
	4	1	0	0	1
	5	1	0	8	9
<b>Deputy Clerk I</b>	All	9	0	0	9
	1	8	0	0	8
	3	1	0	0	1
<b>Deputy Clerk II</b>	All	30	0	1	31

	1	28	0	1	29
	3	2	0	0	2
<b>Elected Clerk</b>	All	2	0	2	4
	3	2	0	2	4
	All	147	2	11	160
	1	106	2	1	109
<b>Clerk</b>	2	9	0	0	9
	3	14	0	2	16
	4	11	0	3	14
	5	7	0	5	12
<b>Clerk I</b>	All	0	0	1	1
	3	0	0	1	1
	All	3	1	3	7
<b>Clerk II</b>	1	3	1	0	4
	2	0	0	1	1
	3	0	0	2	2
	All	21	0	0	21
<b>Clerk III</b>	1	10	0	0	10
	4	11	0	0	11
	All	9	0	0	9
<b>Clerk IV</b>	1	7	0	0	7
	4	2	0	0	2
<b>Clerk VI</b>	All	5	0	0	5
	4	5	0	0	5
	All	138	0	0	138
	1	129	0	0	129
<b>Coordinator</b>	2	1	0	0	1
	3	6	0	0	6
	4	1	0	0	1
	5	1	0	0	1
<b>Counselor</b>	All	4	0	0	4
	1	4	0	0	4
	All	443	6	84	533
	1	324	3	29	356
<b>Court Coordinator</b>	2	25	3	5	33
	3	59	0	11	70
	4	27	0	31	58
	5	8	0	8	16
	All	462	19	134	615
<b>Court Reporter</b>	1	341	10	37	388
	2	27	5	17	49
	3	51	4	42	97
	4	29	0	34	63

	5	14	0	4	18
<b>Director</b>	All	17	0	1	18
	1	17	0	1	18
<b>Friend of the Court</b>	All	0	0	1	1
	1	0	0	1	1
<b>Intern</b>	All	1	0	0	1
	1	1	0	0	1
<b>Interpreter</b>	All	15	2	2	19
	1	14	2	0	16
	3	1	0	0	1
	5	0	0	2	2
<b>Investigator</b>	All	16	0	1	17
	1	16	0	1	17
<b>Judge</b>	All	557	136	217	910
	1	402	120	105	627
	2	54	11	18	83
	3	47	0	47	94
	4	35	0	40	75
	5	19	5	7	31
<b>Magistrate</b>	All	1	0	0	1
	2	1	0	0	1
<b>Manager</b>	All	79	0	1	80
	1	76	0	0	76
	4	2	0	1	3
	5	1	0	0	1
<b>Paralegal</b>	All	2	0	1	3
	1	2	0	1	3
<b>Social Worker</b>	All	0	0	1	1
	1	0	0	1	1
<b>Specialist</b>	All	4	1	3	8
	1	4	1	1	6
	3	0	0	1	1
	5	0	0	1	1
<b>Supervisor</b>	All	7	0	0	7
	1	7	0	0	7

*Appendix Table 4: 2023 Filled Positions by Title and Strata – District Court*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
--	--------	-----------	-----------	------------------------	-------

	All	96	21	34	151
	1	57	16	8	81
<b>Admin</b>	2	20	5	9	34
	3	11	0	13	24
	4	6	0	3	9
	5	2	0	1	3
<b>Analyst/IT</b>	All	7	0	0	7
	1	7	0	0	7
	All	121	39	29	189
	1	88	25	2	115
<b>Bailiff/Officers</b>	2	10	7	6	23
	3	12	7	15	34
	4	8	0	6	14
	5	3	0	0	3
<b>Chief Deputy Clerk</b>	All	9	0	4	13
	1	5	0	1	6
	2	3	0	0	3
	3	0	0	2	2
	4	1	0	0	1
	5	0	0	1	1
<b>Deputy Clerk</b>	All	7	0	5	12
	2	5	0	0	5
	3	1	0	0	1
	4	1	0	0	1
	5	0	0	5	5
<b>Deputy Clerk I</b>	All	1	0	0	1
	3	1	0	0	1
<b>Deputy Clerk II</b>	All	1	0	0	1
	3	1	0	0	1
<b>Elected Clerk</b>	All	1	0	1	2
	3	1	0	1	2
	All	78	2	6	86
	1	63	2	0	65
<b>Clerk</b>	2	5	0	0	5
	3	7	0	1	8
	4	3	0	1	4
	5	0	0	4	4
<b>Clerk II</b>	All	1	1	1	3
	1	1	1	0	2
	2	0	0	1	1
<b>Clerk IV</b>	All	1	0	0	1
	1	1	0	0	1
<b>Coordinator</b>	All	101	0	0	101



	1	96	0	0	96
	3	5	0	0	5
<b>Counselor</b>	All	4	0	0	4
	1	4	0	0	4
	All	257	3	41	301
	1	192	0	8	200
<b>Court Coordinator</b>	2	14	3	3	20
	3	32	0	7	39
	4	16	0	19	35
	5	3	0	4	7
	All	317	18	100	435
	1	237	10	24	271
<b>Court Reporter</b>	2	20	4	17	41
	3	31	4	30	65
	4	20	0	26	46
	5	9	0	3	12
<b>Director</b>	All	8	0	1	9
	1	8	0	1	9
<b>Friend of the Court</b>	All	0	0	1	1
	1	0	0	1	1
<b>Intern</b>	All	1	0	0	1
	1	1	0	0	1
	All	12	2	1	15
<b>Interpreter</b>	1	12	2	0	14
	5	0	0	1	1
	All	316	73	120	509
	1	257	60	67	384
<b>Judge</b>	2	22	9	11	42
	3	16	0	19	35
	4	15	0	18	33
	5	6	4	5	15
<b>Magistrate</b>	All	1	0	0	1
	2	1	0	0	1
	All	41	0	1	42
<b>Manager</b>	1	40	0	0	40
	4	0	0	1	1
	5	1	0	0	1
<b>Social Worker</b>	All	0	0	1	1
	1	0	0	1	1
	All	3	1	1	5
<b>Specialist</b>	1	3	1	0	4
	5	0	0	1	1
<b>Supervisor</b>	All	4	0	0	4

1            4            0            0            4

---

*Appendix Table 5: 2023 Filled Positions by Title and Strata – CC/CCL*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	116	5	47	168
	1	42	4	17	63
	2	24	0	3	27
	3	18	1	17	36
	4	16	0	9	25
	5	16	0	1	17
<b>Analyst/IT</b>	All	11	1	0	12
	1	11	1	0	12
<b>Auditor</b>	All	8	0	1	9
	1	6	0	1	7
	3	1	0	0	1
	4	1	0	0	1
<b>Bailiff/Officers</b>	All	73	9	14	96
	1	56	5	1	62
	2	6	0	0	6
	3	9	4	8	21
	4	2	0	5	7
<b>Chief Deputy Clerk</b>	All	10	0	3	13
	1	5	0	0	5
	2	2	0	0	2
	3	0	0	2	2
	4	3	0	0	3
	5	0	0	1	1
<b>Deputy Clerk</b>	All	10	0	3	13
	2	6	0	0	6
	3	3	0	0	3
	5	1	0	3	4
<b>Deputy Clerk I</b>	All	8	0	0	8
	1	8	0	0	8
<b>Deputy Clerk II</b>	All	29	0	0	29
	1	28	0	0	28
	3	1	0	0	1
<b>Elected Clerk</b>	All	1	0	1	2
	3	1	0	1	2
<b>Clerk</b>	All	58	0	4	62
	1	32	0	0	32

	2	4	0	0	4
	3	7	0	1	8
	4	8	0	2	10
	5	7	0	1	8
<b>Clerk I</b>	All	0	0	1	1
	3	0	0	1	1
<b>Clerk II</b>	All	0	0	2	2
	3	0	0	2	2
<b>Clerk III</b>	All	21	0	0	21
	1	10	0	0	10
	4	11	0	0	11
<b>Clerk IV</b>	All	5	0	0	5
	1	3	0	0	3
	4	2	0	0	2
<b>Clerk VI</b>	All	5	0	0	5
	4	5	0	0	5
<b>Coordinator</b>	All	10	0	0	10
	1	6	0	0	6
	2	1	0	0	1
	3	1	0	0	1
	4	1	0	0	1
	5	1	0	0	1
<b>Court Coordinator</b>	All	171	3	33	207
	1	117	3	11	131
	2	11	0	2	13
	3	27	0	4	31
	4	11	0	12	23
	5	5	0	4	9
<b>Court Reporter</b>	All	128	1	34	163
	1	88	0	13	101
	2	7	1	0	8
	3	19	0	12	31
	4	9	0	8	17
	5	5	0	1	6
<b>Director</b>	All	5	0	0	5
	1	5	0	0	5
<b>Interpreter</b>	All	1	0	1	2
	1	1	0	0	1
	5	0	0	1	1
<b>Investigator</b>	All	1	0	0	1
	1	1	0	0	1
<b>Judge</b>	All	215	60	90	365
	1	120	57	32	209

	2	31	2	7	40
	3	31	0	27	58
	4	20	0	22	42
	5	13	1	2	16
<b>Manager</b>	All	24	0	0	24
	1	22	0	0	22
	4	2	0	0	2
<b>Specialist</b>	All	1	0	1	2
	1	1	0	0	1
	3	0	0	1	1

*Appendix Table 6: 2023 Filled Positions by Title and Strata – Probate Court*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	40	0	2	42
	1	39	0	2	41
	2	1	0	0	1
<b>Auditor</b>	All	11	0	1	12
	1	11	0	1	12
<b>Bailiff/Officers</b>	All	2	0	0	2
	1	2	0	0	2
<b>Deputy Clerk II</b>	All	0	0	1	1
	1	0	0	1	1
<b>Clerk</b>	All	11	0	1	12
	1	11	0	1	12
<b>Clerk IV</b>	All	3	0	0	3
	1	3	0	0	3
<b>Coordinator</b>	All	15	0	0	15
	1	15	0	0	15
<b>Court Coordinator</b>	All	7	0	1	8
	1	7	0	1	8
<b>Court Reporter</b>	All	11	0	0	11
	1	11	0	0	11
<b>Director</b>	All	1	0	0	1
	1	1	0	0	1
<b>Investigator</b>	All	14	0	1	15
	1	14	0	1	15
<b>Judge</b>	All	26	3	6	35
	1	25	3	6	34
	2	1	0	0	1
<b>Manager</b>	All	8	0	0	8

	1	8	0	0	8
<b>Paralegal</b>	All	2	0	0	2
	1	2	0	0	2
<b>Supervisor</b>	All	2	0	0	2
	1	2	0	0	2

*Appendix Table 7: 2023 Filled Positions by Title and Strata – Court Administration*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	12	3	5	20
	1	11	3	5	19
	4	1	0	0	1
<b>Bailiff/Officers</b>	All	2	0	1	3
	1	2	0	1	3
<b>Deputy Clerk</b>	All	1	0	0	1
	1	1	0	0	1
<b>Clerk II</b>	All	2	0	0	2
	1	2	0	0	2
<b>Coordinator</b>	All	2	0	0	2
	1	2	0	0	2
<b>Court Coordinator</b>	All	6	0	9	15
	1	6	0	9	15
<b>Court Reporter</b>	All	6	0	0	6
	1	5	0	0	5
	3	1	0	0	1
<b>Director</b>	All	3	0	0	3
	1	3	0	0	3
<b>Interpreter</b>	All	2	0	0	2
	1	1	0	0	1
	3	1	0	0	1
<b>Investigator</b>	All	1	0	0	1
	1	1	0	0	1
<b>Manager</b>	All	2	0	0	2
	1	2	0	0	2
<b>Paralegal</b>	All	0	0	1	1
	1	0	0	1	1
<b>Specialist</b>	All	0	0	1	1
	1	0	0	1	1

*Appendix Table 8: 2023 Filled Positions by Title and Strata – CPS Courts (County Level)*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	1	0	0	1
	1	1	0	0	1
<b>Analyst/IT</b>	All	1	0	0	1
	1	1	0	0	1
<b>Bailiff/Officers</b>	All	2	0	0	2
	1	2	0	0	2
<b>Coordinator</b>	All	10	0	0	10
	1	10	0	0	10
<b>Court Coordinator</b>	All	2	0	0	2
	1	2	0	0	2
<b>Judge</b>	All	0	0	1	1
	3	0	0	1	1
<b>Manager</b>	All	4	0	0	4
	1	4	0	0	4
<b>Supervisor</b>	All	1	0	0	1
	1	1	0	0	1

*Appendix Table 9: 2023 Filled Positions by Title and Strata – Clerk Office Staff*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	249	19	46	314
	1	220	12	36	268
	2	5	1	2	8
	3	10	3	1	14
	4	4	2	5	11
	5	10	1	2	13
<b>Analyst/IT</b>	All	93	0	3	96
	1	92	0	1	93
	2	1	0	0	1
	3	0	0	1	1
	4	0	0	1	1
<b>Auditor</b>	All	2	0	0	2
	1	2	0	0	2
<b>Bailiff/Officers</b>	All	36	0	0	36
	1	33	0	0	33
	4	1	0	0	1
	5	2	0	0	2
<b>Chief Deputy Clerk</b>	All	158	0	59	217

	1	37	0	16	53
	2	34	0	3	37
	3	35	0	19	54
	4	25	0	14	39
	5	27	0	7	34
<b>Chief Deputy Clerk II</b>	All	1	0	0	1
	3	1	0	0	1
<b>Chief Deputy Clerk III</b>	All	1	0	0	1
	3	1	0	0	1
<b>Elected Deputy Clerk</b>	All	2	0	4	6
	1	0	0	1	1
	3	2	0	0	2
	4	0	0	1	1
	5	0	0	2	2
<b>Deputy Clerk</b>	All	838	29	227	1094
	1	367	0	82	449
	2	143	14	16	173
	3	151	8	69	228
	4	93	5	49	147
	5	84	2	11	97
<b>Deputy Clerk I</b>	All	121	1	23	145
	1	78	0	12	90
	2	6	0	0	6
	3	28	0	0	28
	4	7	1	7	15
	5	2	0	4	6
<b>Deputy Clerk II</b>	All	184	0	57	241
	1	152	0	29	181
	2	10	0	4	14
	3	9	0	10	19
	4	11	0	4	15
	5	2	0	10	12
<b>Deputy Clerk III</b>	All	27	0	38	65
	1	16	0	13	29
	2	0	0	4	4
	3	6	0	9	15
	4	5	0	5	10
	5	0	0	7	7
<b>Deputy Clerk IV</b>	All	2	0	3	5
	4	2	0	0	2
	5	0	0	3	3
<b>Deputy Clerk V</b>	All	1	0	0	1
	4	1	0	0	1

<b>Deputy Clerk VI</b>	All	1	0	0	1
	4	1	0	0	1
<b>Elected Clerk</b>	All	27	0	10	37
	1	2	0	2	4
	2	11	0	0	11
	3	5	0	2	7
	4	3	0	4	7
	5	6	0	2	8
<b>Clerk</b>	All	988	80	232	1300
	1	745	27	135	907
	2	63	5	13	81
	3	86	28	62	176
	4	54	13	17	84
	5	40	7	5	52
<b>Clerk I</b>	All	78	0	13	91
	1	68	0	1	69
	3	0	0	1	1
	4	8	0	11	19
	5	2	0	0	2
<b>Clerk II</b>	All	327	3	16	346
	1	305	2	3	310
	2	19	1	0	20
	3	0	0	1	1
	4	1	0	12	13
	5	2	0	0	2
<b>Clerk III</b>	All	238	0	131	369
	1	221	0	122	343
	2	2	0	0	2
	4	14	0	9	23
	5	1	0	0	1
<b>Clerk IV</b>	All	81	0	2	83
	1	77	0	2	79
	4	4	0	0	4
<b>Clerk V</b>	All	4	0	0	4
	1	2	0	0	2
	4	2	0	0	2
<b>Clerk VI</b>	All	2	0	0	2
	4	2	0	0	2
<b>Clerk XII</b>	All	1	0	0	1
	1	1	0	0	1
<b>Coordinator</b>	All	53	0	7	60
	1	49	0	6	55
	3	2	0	0	2



	4	0	0	1	1
	5	2	0	0	2
	All	8	0	2	10
<b>Court Coordinator</b>	1	4	0	0	4
	4	1	0	0	1
	5	3	0	2	5
	All	38	0	0	38
<b>Director</b>	1	38	0	0	38
	All	0	1	0	1
<b>Election Worker</b>	4	0	1	0	1
	All	1	0	0	1
<b>Investigator</b>	2	1	0	0	1
	All	110	0	36	146
<b>Manager</b>	1	101	0	34	135
	3	3	0	2	5
	4	6	0	0	6
	All	76	3	15	94
<b>Specialist</b>	1	74	3	15	92
	2	1	0	0	1
	4	1	0	0	1
	All	162	0	26	188
<b>Supervisor</b>	1	137	0	21	158
	2	23	0	0	23
	3	1	0	3	4
	4	1	0	2	3

*Appendix Table 10: 2023 Filled Positions by Title and Strata – District Clerk*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
	All	135	7	27	169
	1	123	2	23	148
<b>Admin</b>	2	1	1	0	2
	3	3	1	1	5
	4	1	2	2	5
	5	7	1	1	9
	All	38	0	0	38
<b>Analyst/IT</b>	1	37	0	0	37
	2	1	0	0	1
	All	2	0	0	2
<b>Auditor</b>	1	2	0	0	2
<b>Bailiff/Officers</b>	All	8	0	0	8

	1	5	0	0	5
	4	1	0	0	1
	5	2	0	0	2
	All	71	0	31	102
<b>Chief Deputy Clerk</b>	1	18	0	10	28
	2	13	0	1	14
	3	17	0	10	27
	4	11	0	8	19
	5	12	0	2	14
<b>Chief Deputy Clerk II</b>	All	1	0	0	1
	3	1	0	0	1
<b>Chief Deputy Clerk III</b>	All	1	0	0	1
	3	1	0	0	1
<b>Elected Deputy Clerk</b>	All	2	0	4	6
	1	0	0	1	1
	3	2	0	0	2
	4	0	0	1	1
	5	0	0	2	2
<b>Deputy Clerk</b>	All	386	16	118	520
	1	181	0	40	221
	2	58	6	12	76
	3	70	5	38	113
	4	47	3	23	73
	5	30	2	5	37
<b>Deputy Clerk I</b>	All	73	1	5	79
	1	50	0	3	53
	2	3	0	0	3
	3	18	0	0	18
	4	1	1	2	4
	5	1	0	0	1
<b>Deputy Clerk II</b>	All	83	0	25	108
	1	73	0	15	88
	2	2	0	1	3
	3	1	0	5	6
	4	6	0	1	7
	5	1	0	3	4
<b>Deputy Clerk III</b>	All	10	0	11	21
	1	7	0	1	8
	2	0	0	3	3
	3	0	0	3	3
	4	3	0	0	3
	5	0	0	4	4
<b>Elected Clerk</b>	All	8	0	2	10

	1	1	0	0	1
	2	3	0	0	3
	3	1	0	1	2
	4	1	0	1	2
	5	2	0	0	2
	All	487	35	105	627
<b>Clerk</b>	1	377	10	66	453
	2	17	0	3	20
	3	42	21	28	91
	4	27	2	5	34
	5	24	2	3	29
	All	72	0	1	73
<b>Clerk I</b>	1	67	0	0	67
	4	3	0	1	4
	5	2	0	0	2
	All	239	2	6	247
<b>Clerk II</b>	1	229	1	0	230
	2	9	1	0	10
	3	0	0	1	1
	4	0	0	5	5
	5	1	0	0	1
	All	169	0	73	242
<b>Clerk III</b>	1	154	0	65	219
	2	2	0	0	2
	4	13	0	8	21
	All	71	0	0	71
<b>Clerk IV</b>	1	67	0	0	67
	4	4	0	0	4
	All	4	0	0	4
<b>Clerk V</b>	1	2	0	0	2
	4	2	0	0	2
	All	2	0	0	2
<b>Clerk VI</b>	4	2	0	0	2
	All	16	0	3	19
<b>Coordinator</b>	1	12	0	2	14
	3	2	0	0	2
	4	0	0	1	1
	5	2	0	0	2
	All	2	0	1	3
<b>Court Coordinator</b>	5	2	0	1	3
	All	1	0	0	1
<b>Director</b>	1	1	0	0	1
<b>Manager</b>	All	49	0	18	67

	1	44	0	17	61
	3	2	0	1	3
	4	3	0	0	3
	All	35	3	14	52
<b>Specialist</b>	1	34	3	14	51
	2	1	0	0	1
	All	83	0	5	88
	1	67	0	2	69
<b>Supervisor</b>	2	14	0	0	14
	3	1	0	2	3
	4	1	0	1	2

*Appendix Table 11: 2023 Filled Positions by Title and Strata – County Clerk*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
	All	112	12	19	143
	1	97	10	13	120
<b>Admin</b>	2	4	0	2	6
	3	7	2	0	9
	4	3	0	3	6
	5	1	0	1	2
	All	55	0	3	58
<b>Analyst/IT</b>	1	55	0	1	56
	3	0	0	1	1
	4	0	0	1	1
<b>Bailiff/Officers</b>	All	28	0	0	28
	1	28	0	0	28
	All	81	0	28	109
<b>Chief Deputy Clerk</b>	1	19	0	6	25
	2	16	0	2	18
	3	18	0	9	27
	4	14	0	6	20
	5	14	0	5	19
	All	421	11	109	541
<b>Deputy Clerk</b>	1	186	0	42	228
	2	63	6	4	73
	3	79	3	31	113
	4	46	2	26	74
	5	47	0	6	53
<b>Deputy Clerk I</b>	All	46	0	18	64
	1	28	0	9	37

	2	1	0	0	1
	3	10	0	0	10
	4	6	0	5	11
	5	1	0	4	5
	All	98	0	32	130
<b>Deputy Clerk II</b>	1	79	0	14	93
	2	5	0	3	8
	3	8	0	5	13
	4	5	0	3	8
	5	1	0	7	8
	All	17	0	27	44
<b>Deputy Clerk III</b>	1	9	0	12	21
	2	0	0	1	1
	3	6	0	6	12
	4	2	0	5	7
	5	0	0	3	3
	All	2	0	3	5
<b>Deputy Clerk IV</b>	4	2	0	0	2
	5	0	0	3	3
	All	1	0	0	1
<b>Deputy Clerk V</b>	4	1	0	0	1
	All	1	0	0	1
<b>Deputy Clerk VI</b>	4	1	0	0	1
	All	10	0	8	18
<b>Elected Clerk</b>	1	1	0	2	3
	2	2	0	0	2
	3	3	0	1	4
	4	2	0	3	5
	5	2	0	2	4
	All	479	43	127	649
<b>Clerk</b>	1	368	17	69	454
	2	26	3	10	39
	3	44	7	34	85
	4	27	11	12	50
	5	14	5	2	21
	All	6	0	12	18
<b>Clerk I</b>	1	1	0	1	2
	3	0	0	1	1
	4	5	0	10	15
	All	88	1	10	99
<b>Clerk II</b>	1	76	1	3	80
	2	10	0	0	10
	4	1	0	7	8

	5	1	0	0	1
<b>Clerk III</b>	All	69	0	58	127
	1	67	0	57	124
	4	1	0	1	2
	5	1	0	0	1
<b>Clerk IV</b>	All	10	0	2	12
	1	10	0	2	12
<b>Clerk XII</b>	All	1	0	0	1
	1	1	0	0	1
<b>Coordinator</b>	All	37	0	4	41
	1	37	0	4	41
<b>Court Coordinator</b>	All	6	0	1	7
	1	4	0	0	4
	4	1	0	0	1
	5	1	0	1	2
<b>Director</b>	All	37	0	0	37
	1	37	0	0	37
<b>Election Worker</b>	All	0	1	0	1
	4	0	1	0	1
<b>Manager</b>	All	61	0	18	79
	1	57	0	17	74
	3	1	0	1	2
	4	3	0	0	3
<b>Specialist</b>	All	41	0	1	42
	1	40	0	1	41
	4	1	0	0	1
<b>Supervisor</b>	All	79	0	21	100
	1	70	0	19	89
	2	9	0	0	9
	3	0	0	1	1
	4	0	0	1	1

*Appendix Table 12: 2023 Filled Positions by Title and Strata – Combined Clerk*

	Strata	Full-Time	Part-Time	Missing Full/Part-Time	Total
<b>Admin</b>	All	2	0	0	2
	5	2	0	0	2
<b>Chief Deputy Clerk</b>	All	6	0	0	6
	2	5	0	0	5
	5	1	0	0	1

	All	31	2	0	33
<b>Deputy Clerk</b>	2	22	2	0	24
	3	2	0	0	2
	5	7	0	0	7
<b>Deputy Clerk I</b>	All	2	0	0	2
	2	2	0	0	2
<b>Deputy Clerk II</b>	All	3	0	0	3
	2	3	0	0	3
<b>Elected Clerk</b>	All	9	0	0	9
	2	6	0	0	6
	3	1	0	0	1
	5	2	0	0	2
<b>Clerk</b>	All	22	2	0	24
	2	20	2	0	22
	5	2	0	0	2
<b>Investigator</b>	All	1	0	0	1
	2	1	0	0	1

*Appendix Table 13: 2023 Salaries by Title and Stratum – Court Staff*

	<b>Strata</b>	<b>Mean</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>	<b>N</b>
<b>Admin</b>	All	\$ 57,399.96	\$ 54,139.00	\$ 16,523.00	\$ 216,153.60	345
	1	\$ 64,104.57	\$ 60,535.50	\$ 37,046.07	\$ 216,153.59	182
	2	\$ 47,416.81	\$ 46,503.55	\$ 21,982.00	\$ 90,918.40	55
	3	\$ 53,381.90	\$ 53,417.20	\$ 16,523.00	\$ 83,341.00	54
	4	\$ 53,529.35	\$ 51,896.00	\$ 28,319.10	\$ 121,970.16	34
	5	\$ 41,270.48	\$ 40,606.31	\$ 21,907.62	\$ 92,693.00	20
<b>Analyst/IT</b>	All	\$ 85,289.20	\$ 84,489.60	\$ 45,324.00	\$ 137,176.00	19
	1	\$ 85,289.20	\$ 84,489.60	\$ 45,324.00	\$ 137,176.00	19
<b>Auditor</b>	All	\$ 72,014.24	\$ 74,471.40	\$ 49,529.00	\$ 94,980.82	21
	1	\$ 73,794.55	\$ 79,969.92	\$ 49,529.00	\$ 94,980.82	19
	3	\$ 52,420.00	\$ 52,420.00	\$ 52,420.00	\$ 52,420.00	1
	4	\$ 57,782.40	\$ 57,782.40	\$ 57,782.40	\$ 57,782.40	1
<b>Bailiff/Officers</b>	All	\$ 65,981.92	\$ 63,845.54	\$ 26,530.33	\$ 158,059.20	236
	1	\$ 68,112.59	\$ 63,845.54	\$ 33,550.40	\$ 158,059.20	154
	2	\$ 63,559.52	\$ 66,284.28	\$ 43,004.40	\$ 69,795.44	21
	3	\$ 60,176.52	\$ 57,618.00	\$ 26,530.33	\$ 76,400.00	39
	4	\$ 64,558.88	\$ 67,275.00	\$ 43,192.00	\$ 92,570.40	21
	5	\$ 45,023.00	\$ 45,023.00	\$ 45,023.00	\$ 45,023.00	1
<b>Chief Deputy Clerk</b>	All	\$ 64,543.01	\$ 61,948.00	\$ 29,901.79	\$ 101,700.00	26
	1	\$ 87,862.40	\$ 86,940.00	\$ 82,326.40	\$ 101,700.00	11
	2	\$ 39,575.96	\$ 34,398.00	\$ 29,901.79	\$ 49,591.00	5

	3	\$ 60,972.75	\$ 61,948.00	\$ 51,665.00	\$ 68,330.00	4
	4	\$ 41,319.80	\$ 40,996.80	\$ 40,601.60	\$ 42,684.00	4
	5	\$ 52,290.94	\$ 52,290.94	\$ 47,000.05	\$ 57,581.83	2
<b>Deputy Clerk</b>	All	\$ 40,230.00	\$ 41,412.71	\$ 29,042.47	\$ 56,953.18	26
	1	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	1
	2	\$ 35,471.93	\$ 35,570.12	\$ 29,042.47	\$ 43,686.00	11
	3	\$ 40,811.07	\$ 42,000.00	\$ 35,118.00	\$ 44,126.28	4
	4	\$ 40,352.00	\$ 40,352.00	\$ 40,352.00	\$ 40,352.00	1
	5	\$ 45,837.09	\$ 47,762.30	\$ 32,364.80	\$ 56,953.18	9
<b>Deputy Clerk I</b>	All	\$ 38,476.25	\$ 37,770.00	\$ 37,770.00	\$ 44,126.28	9
	1	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	8
	3	\$ 44,126.28	\$ 44,126.28	\$ 44,126.28	\$ 44,126.28	1
<b>Deputy Clerk II</b>	All	\$ 46,968.31	\$ 44,662.44	\$ 32,574.00	\$ 56,533.00	31
	1	\$ 47,274.74	\$ 46,805.89	\$ 32,574.00	\$ 56,533.00	29
	3	\$ 42,525.00	\$ 42,525.00	\$ 42,000.00	\$ 43,050.00	2
<b>Elected Clerk</b>	All	\$ 51,256.96	\$ 51,256.96	\$ 51,121.92	\$ 51,392.00	4
	3	\$ 51,256.96	\$ 51,256.96	\$ 51,121.92	\$ 51,392.00	4
<b>Clerk</b>	All	\$ 42,620.44	\$ 39,540.80	\$ 17,680.00	\$ 78,000.00	156
	1	\$ 41,960.57	\$ 39,156.00	\$ 36,504.00	\$ 66,774.24	107
	2	\$ 52,565.06	\$ 54,708.00	\$ 35,195.02	\$ 66,124.00	9
	3	\$ 39,639.80	\$ 39,161.50	\$ 27,560.00	\$ 55,839.00	16
	4	\$ 40,204.02	\$ 39,540.80	\$ 17,680.00	\$ 59,311.92	12
	5	\$ 47,436.39	\$ 42,369.60	\$ 34,500.70	\$ 78,000.00	12
<b>Clerk I</b>	All	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	1
	3	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	1
<b>Clerk II</b>	All	\$ 43,613.67	\$ 43,524.00	\$ 40,892.80	\$ 46,693.21	6
	1	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	3
	2	\$ 46,693.21	\$ 46,693.21	\$ 46,693.21	\$ 46,693.21	1
	3	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	2
<b>Clerk III</b>	All	\$ 46,597.94	\$ 44,720.00	\$ 40,560.00	\$ 53,518.40	21
	1	\$ 49,216.96	\$ 52,000.00	\$ 40,560.00	\$ 53,518.40	10
	4	\$ 44,217.02	\$ 41,662.40	\$ 41,662.40	\$ 53,185.60	11
<b>Clerk IV</b>	All	\$ 50,989.13	\$ 49,441.60	\$ 32,835.00	\$ 64,396.80	9
	1	\$ 50,884.54	\$ 49,441.60	\$ 32,835.00	\$ 64,396.80	7
	4	\$ 51,355.20	\$ 51,355.20	\$ 49,337.60	\$ 53,372.80	2
<b>Clerk VI</b>	All	\$ 56,072.64	\$ 52,686.40	\$ 48,713.60	\$ 66,664.00	5
	4	\$ 56,072.64	\$ 52,686.40	\$ 48,713.60	\$ 66,664.00	5
<b>Coordinator</b>	All	\$ 71,176.99	\$ 72,924.80	\$ 30,403.00	\$ 101,649.60	138
	1	\$ 72,599.84	\$ 72,924.80	\$ 30,403.00	\$ 101,649.60	129
	2	\$ 73,109.40	\$ 73,109.40	\$ 73,109.40	\$ 73,109.40	1
	3	\$ 50,170.50	\$ 49,854.50	\$ 41,565.00	\$ 60,000.00	6
	4	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	1
	5	\$ 45,144.68	\$ 45,144.68	\$ 45,144.68	\$ 45,144.68	1



<b>Counselor</b>	All	\$ 72,257.43	\$ 74,041.50	\$ 60,068.52	\$ 80,878.20	4
	1	\$ 72,257.43	\$ 74,041.50	\$ 60,068.52	\$ 80,878.20	4
<b>Court Coordinator</b>	All	\$ 64,144.15	\$ 64,768.32	\$ 21,252.46	\$ 245,292.30	520
	1	\$ 67,312.76	\$ 66,259.70	\$ 32,158.00	\$ 91,353.60	353
	2	\$ 58,927.53	\$ 52,033.80	\$ 28,110.52	\$ 245,292.31	29
	3	\$ 59,240.53	\$ 58,366.44	\$ 21,252.46	\$ 195,307.06	69
	4	\$ 56,365.45	\$ 55,970.20	\$ 29,575.00	\$ 86,889.08	54
	5	\$ 50,221.83	\$ 55,764.13	\$ 28,938.97	\$ 69,586.65	15
<b>Court Reporter</b>	All	\$ 104,973.20	\$ 103,618.00	\$ 15,184.53	\$ 253,500.00	578
	1	\$ 115,308.06	\$ 122,262.40	\$ 71,531.20	\$ 142,625.16	378
	2	\$ 90,110.19	\$ 96,956.11	\$ 25,234.97	\$ 109,840.80	36
	3	\$ 90,727.45	\$ 99,893.00	\$ 15,184.53	\$ 253,500.00	87
	4	\$ 76,412.09	\$ 81,470.90	\$ 17,180.28	\$ 149,960.72	60
	5	\$ 80,358.35	\$ 89,089.60	\$ 25,000.00	\$ 100,000.00	17
<b>Director</b>	All	\$ 116,010.80	\$ 122,253.70	\$ 60,008.00	\$ 162,468.80	18
	1	\$ 116,010.81	\$ 122,253.69	\$ 60,008.00	\$ 162,468.80	18
<b>Friend of the Court</b>	All	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	1
	1	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	1
<b>Intern</b>	All	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	1
	1	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	1
<b>Interpreter</b>	All	\$ 56,579.16	\$ 51,708.80	\$ 41,336.25	\$ 83,700.00	17
	1	\$ 57,053.39	\$ 54,039.40	\$ 41,541.00	\$ 83,700.00	14
	3	\$ 74,529.00	\$ 74,529.00	\$ 74,529.00	\$ 74,529.00	1
	5	\$ 44,284.66	\$ 44,284.66	\$ 41,336.25	\$ 47,233.06	2
<b>Investigator</b>	All	\$ 75,309.40	\$ 76,030.62	\$ 44,251.00	\$ 102,709.40	17
	1	\$ 75,309.40	\$ 76,030.62	\$ 44,251.00	\$ 102,709.36	17
<b>Judge</b>	All	\$ 91,392.23	\$ 71,888.76	\$ 15,600.00	\$ 256,582.00	695
	1	\$ 86,592.43	\$ 43,680.00	\$ 16,500.00	\$ 234,000.00	493
	2	\$ 94,077.98	\$ 69,568.96	\$ 16,036.02	\$ 248,976.00	56
	3	\$ 115,754.50	\$ 114,741.08	\$ 16,302.00	\$ 237,891.16	72
	4	\$ 97,573.04	\$ 92,177.01	\$ 15,600.00	\$ 256,582.05	55
	5	\$ 97,806.67	\$ 93,042.00	\$ 16,595.36	\$ 194,614.98	19
<b>Magistrate</b>	All	\$ 136,500.30	\$ 136,500.30	\$ 136,500.30	\$ 136,500.30	1
	2	\$ 136,500.27	\$ 136,500.27	\$ 136,500.27	\$ 136,500.27	1
<b>Manager</b>	All	\$ 80,906.11	\$ 73,310.39	\$ 25,001.60	\$ 216,153.60	80
	1	\$ 81,967.46	\$ 74,550.00	\$ 25,001.60	\$ 216,153.59	76
	4	\$ 63,907.10	\$ 63,284.52	\$ 55,016.00	\$ 73,420.78	3
	5	\$ 51,240.00	\$ 51,240.00	\$ 51,240.00	\$ 51,240.00	1
<b>Paralegal</b>	All	\$ 47,420.00	\$ 46,500.00	\$ 45,324.00	\$ 50,436.00	3
	1	\$ 47,420.00	\$ 46,500.00	\$ 45,324.00	\$ 50,436.00	3
<b>Social Worker</b>	All	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	1
	1	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	1
<b>Specialist</b>	All	\$ 60,837.81	\$ 54,755.93	\$ 47,309.60	\$ 106,142.40	7

	1	\$	63,773.14	\$	57,919.86	\$	47,309.60	\$	106,142.40	5
	3	\$	54,755.93	\$	54,755.93	\$	54,755.93	\$	54,755.93	1
	5	\$	52,243.00	\$	52,243.00	\$	52,243.00	\$	52,243.00	1
<b>Supervisor</b>	All	\$	64,892.47	\$	59,040.00	\$	53,856.00	\$	82,787.64	7
	1	\$	64,892.47	\$	59,040.00	\$	53,856.00	\$	82,787.64	7

*Appendix Table 14: 2023 Salaries by Title and Strata – District Court*

	Strata		Mean		Median		Min		Max	N
<b>Admin</b>	All	\$	58,654.57	\$	55,728.63	\$	21,907.62	\$	216,153.60	123
	1	\$	64,256.02	\$	60,591.00	\$	38,148.00	\$	216,153.59	65
	2	\$	49,108.48	\$	46,503.55	\$	21,982.00	\$	90,918.40	27
	3	\$	58,701.37	\$	56,941.79	\$	43,668.00	\$	83,341.00	20
	4	\$	46,861.91	\$	51,885.50	\$	28,319.10	\$	58,642.00	8
	5	\$	54,339.83	\$	48,418.87	\$	21,907.62	\$	92,693.00	3
<b>Analyst/IT</b>	All	\$	83,734.97	\$	82,347.20	\$	45,324.00	\$	125,299.20	7
	1	\$	83,734.97	\$	82,347.20	\$	45,324.00	\$	125,299.20	7
<b>Bailiff/Officers</b>	All	\$	61,552.36	\$	63,294.40	\$	26,530.33	\$	100,464.00	143
	1	\$	61,717.04	\$	62,288.34	\$	34,382.40	\$	100,464.00	90
	2	\$	61,993.80	\$	66,181.96	\$	43,004.40	\$	66,996.00	15
	3	\$	58,491.84	\$	54,432.00	\$	26,530.33	\$	76,400.00	23
	4	\$	66,229.32	\$	67,527.97	\$	48,030.50	\$	92,570.40	14
	5	\$	45,023.00	\$	45,023.00	\$	45,023.00	\$	45,023.00	1
<b>Chief Deputy Clerk</b>	All	\$	67,510.72	\$	68,330.00	\$	29,901.79	\$	101,700.00	13
	1	\$	89,400.00	\$	86,940.00	\$	86,940.00	\$	101,700.00	6
	2	\$	37,963.60	\$	34,398.00	\$	29,901.79	\$	49,591.00	3
	3	\$	64,385.00	\$	64,385.00	\$	60,440.00	\$	68,330.00	2
	4	\$	40,996.80	\$	40,996.80	\$	40,996.80	\$	40,996.80	1
	5	\$	57,581.83	\$	57,581.83	\$	57,581.83	\$	57,581.83	1
<b>Deputy Clerk</b>	All	\$	40,393.58	\$	41,230.62	\$	29,042.47	\$	56,953.18	12
	2	\$	33,894.12	\$	31,086.00	\$	29,042.47	\$	43,686.00	5
	3	\$	35,118.00	\$	35,118.00	\$	35,118.00	\$	35,118.00	1
	4	\$	40,352.00	\$	40,352.00	\$	40,352.00	\$	40,352.00	1
	5	\$	47,956.48	\$	47,762.30	\$	42,109.24	\$	56,953.18	5
	<b>Deputy Clerk I</b>	All	\$	44,126.28	\$	44,126.28	\$	44,126.28	\$	44,126.28
3		\$	44,126.28	\$	44,126.28	\$	44,126.28	\$	44,126.28	1
<b>Deputy Clerk II</b>	All	\$	43,050.00	\$	43,050.00	\$	43,050.00	\$	43,050.00	1
	3	\$	43,050.00	\$	43,050.00	\$	43,050.00	\$	43,050.00	1
<b>Elected Clerk</b>	All	\$	51,256.96	\$	51,256.96	\$	51,121.92	\$	51,392.00	2
	3	\$	51,256.96	\$	51,256.96	\$	51,121.92	\$	51,392.00	2
<b>Clerk</b>	All	\$	42,573.48	\$	39,540.80	\$	27,560.00	\$	78,000.00	83
	1	\$	41,990.27	\$	39,156.00	\$	36,504.00	\$	66,774.24	63

	2	\$ 50,202.16	\$ 54,708.00	\$ 35,195.02	\$ 66,124.00	5
	3	\$ 38,032.00	\$ 33,992.50	\$ 27,560.00	\$ 55,839.00	8
	4	\$ 46,131.18	\$ 39,540.80	\$ 39,540.80	\$ 59,311.92	3
	5	\$ 48,638.01	\$ 40,726.02	\$ 35,100.00	\$ 78,000.00	4
<b>Clerk II</b>	All	\$ 43,793.00	\$ 43,793.00	\$ 40,892.80	\$ 46,693.21	2
	1	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	1
	2	\$ 46,693.21	\$ 46,693.21	\$ 46,693.21	\$ 46,693.21	1
<b>Clerk IV</b>	All	\$ 49,441.60	\$ 49,441.60	\$ 49,441.60	\$ 49,441.60	1
	1	\$ 49,441.60	\$ 49,441.60	\$ 49,441.60	\$ 49,441.60	1
<b>Coordinator</b>	All	\$ 73,342.07	\$ 72,924.80	\$ 30,403.00	\$ 94,244.80	101
	1	\$ 74,459.28	\$ 72,924.80	\$ 30,403.00	\$ 94,244.80	96
	3	\$ 51,891.60	\$ 50,307.00	\$ 49,402.00	\$ 60,000.00	5
<b>Counselor</b>	All	\$ 72,257.43	\$ 74,041.50	\$ 60,068.52	\$ 80,878.20	4
	1	\$ 72,257.43	\$ 74,041.50	\$ 60,068.52	\$ 80,878.20	4
<b>Court Coordinator</b>	All	\$ 65,834.33	\$ 64,915.76	\$ 21,252.46	\$ 245,292.30	294
	1	\$ 69,013.03	\$ 66,497.60	\$ 37,533.00	\$ 91,353.60	200
	2	\$ 63,475.86	\$ 52,033.80	\$ 28,110.52	\$ 245,292.31	16
	3	\$ 60,670.00	\$ 58,366.44	\$ 21,252.46	\$ 195,307.06	39
	4	\$ 57,312.82	\$ 55,970.20	\$ 32,395.20	\$ 86,889.08	32
	5	\$ 48,133.51	\$ 50,833.91	\$ 34,049.60	\$ 59,378.00	7
<b>Court Reporter</b>	All	\$ 103,619.70	\$ 103,618.00	\$ 15,184.53	\$ 253,500.00	401
	1	\$ 115,961.58	\$ 122,262.40	\$ 71,531.20	\$ 142,625.16	261
	2	\$ 87,925.28	\$ 96,956.11	\$ 25,234.97	\$ 109,840.80	29
	3	\$ 84,739.90	\$ 98,000.00	\$ 15,184.53	\$ 253,500.00	57
	4	\$ 70,439.02	\$ 81,112.98	\$ 17,180.28	\$ 149,960.72	43
	5	\$ 79,696.38	\$ 90,668.10	\$ 25,000.00	\$ 100,000.00	11
<b>Director</b>	All	\$ 97,311.10	\$ 90,417.89	\$ 60,008.00	\$ 162,468.80	9
	1	\$ 97,311.09	\$ 90,417.89	\$ 60,008.00	\$ 162,468.80	9
<b>Friend of the Court</b>	All	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	1
	1	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	\$ 18,658.00	1
<b>Intern</b>	All	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	1
	1	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	\$ 22,816.00	1
<b>Interpreter</b>	All	\$ 54,419.27	\$ 47,403.20	\$ 41,541.00	\$ 83,700.00	13
	1	\$ 55,018.12	\$ 49,556.00	\$ 41,541.00	\$ 83,700.00	12
	5	\$ 47,233.06	\$ 47,233.06	\$ 47,233.06	\$ 47,233.06	1
<b>Judge</b>	All	\$ 50,698.98	\$ 18,000.00	\$ 15,600.00	\$ 256,582.00	374
	1	\$ 47,115.36	\$ 18,000.00	\$ 16,500.00	\$ 234,000.00	312
	2	\$ 77,377.91	\$ 27,902.04	\$ 16,036.02	\$ 248,976.00	20
	3	\$ 70,733.19	\$ 62,400.00	\$ 16,656.00	\$ 229,320.00	17
	4	\$ 62,920.36	\$ 18,000.06	\$ 15,600.00	\$ 256,582.05	20
	5	\$ 50,599.07	\$ 62,400.00	\$ 16,595.36	\$ 78,000.00	5
<b>Magistrate</b>	All	\$ 136,500.30	\$ 136,500.30	\$ 136,500.30	\$ 136,500.30	1
	2	\$ 136,500.27	\$ 136,500.27	\$ 136,500.27	\$ 136,500.27	1

<b>Manager</b>	All	\$ 73,800.49	\$ 64,768.40	\$ 25,001.60	\$ 160,492.80	42
	1	\$ 74,374.00	\$ 64,768.40	\$ 25,001.60	\$ 160,492.80	40
	4	\$ 73,420.78	\$ 73,420.78	\$ 73,420.78	\$ 73,420.78	1
	5	\$ 51,240.00	\$ 51,240.00	\$ 51,240.00	\$ 51,240.00	1
<b>Social Worker</b>	All	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	1
	1	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	\$ 65,263.00	1
<b>Specialist</b>	All	\$ 65,903.71	\$ 55,081.43	\$ 47,309.60	\$ 106,142.40	4
	1	\$ 70,457.29	\$ 57,919.86	\$ 47,309.60	\$ 106,142.40	3
	5	\$ 52,243.00	\$ 52,243.00	\$ 52,243.00	\$ 52,243.00	1
<b>Supervisor</b>	All	\$ 55,152.00	\$ 53,856.00	\$ 53,856.00	\$ 59,040.00	4
	1	\$ 55,152.00	\$ 53,856.00	\$ 53,856.00	\$ 59,040.00	4

*Appendix Table 15: 2023 Salaries by Title and Strata – CC/CCL*

	<b>Strata</b>	<b>Mean</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>	<b>N</b>
<b>Admin</b>	All	\$ 53,289.82	\$ 49,442.00	\$ 16,523.00	\$ 141,978.70	162
	1	\$ 62,383.59	\$ 54,922.00	\$ 37,315.20	\$ 141,978.72	59
	2	\$ 46,600.05	\$ 48,027.20	\$ 28,138.50	\$ 78,811.95	27
	3	\$ 50,252.80	\$ 49,556.00	\$ 16,523.00	\$ 81,380.00	34
	4	\$ 52,925.30	\$ 52,060.40	\$ 34,256.00	\$ 80,305.00	25
	5	\$ 38,964.13	\$ 40,012.62	\$ 24,000.00	\$ 51,260.00	17
<b>Analyst/IT</b>	All	\$ 87,021.64	\$ 87,464.00	\$ 48,029.54	\$ 137,176.00	11
	1	\$ 87,021.64	\$ 87,464.00	\$ 48,029.54	\$ 137,176.00	11
<b>Auditor</b>	All	\$ 77,735.74	\$ 83,283.20	\$ 52,420.00	\$ 89,720.02	9
	1	\$ 84,202.75	\$ 83,283.20	\$ 83,283.20	\$ 89,720.02	7
	3	\$ 52,420.00	\$ 52,420.00	\$ 52,420.00	\$ 52,420.00	1
	4	\$ 57,782.40	\$ 57,782.40	\$ 57,782.40	\$ 57,782.40	1
<b>Bailiff/Officers</b>	All	\$ 73,868.81	\$ 67,077.72	\$ 26,530.33	\$ 158,059.20	86
	1	\$ 79,259.23	\$ 67,077.72	\$ 33,550.40	\$ 158,059.20	57
	2	\$ 67,473.83	\$ 66,935.89	\$ 66,498.98	\$ 69,795.44	6
	3	\$ 62,598.25	\$ 66,263.47	\$ 26,530.33	\$ 76,400.00	16
	4	\$ 61,218.00	\$ 58,698.00	\$ 43,192.00	\$ 89,320.52	7
<b>Chief Deputy Clerk</b>	All	\$ 61,575.30	\$ 51,665.00	\$ 34,398.00	\$ 86,940.00	13
	1	\$ 86,017.28	\$ 86,940.00	\$ 82,326.40	\$ 86,940.00	5
	2	\$ 41,994.50	\$ 41,994.50	\$ 34,398.00	\$ 49,591.00	2
	3	\$ 57,560.50	\$ 57,560.50	\$ 51,665.00	\$ 63,456.00	2
	4	\$ 41,427.47	\$ 40,996.80	\$ 40,601.60	\$ 42,684.00	3
	5	\$ 47,000.05	\$ 47,000.05	\$ 47,000.05	\$ 47,000.05	1
<b>Deputy Clerk</b>	All	\$ 40,122.95	\$ 41,475.00	\$ 31,362.45	\$ 50,249.63	13
	2	\$ 36,786.78	\$ 35,570.12	\$ 31,362.45	\$ 43,686.00	6
	3	\$ 42,708.76	\$ 42,525.00	\$ 41,475.00	\$ 44,126.28	3
	5	\$ 43,187.85	\$ 45,068.49	\$ 32,364.80	\$ 50,249.63	4

<b>Deputy Clerk I</b>	All	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	8
	1	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	\$ 37,770.00	8
<b>Deputy Clerk II</b>	All	\$ 47,599.78	\$ 46,805.89	\$ 40,832.00	\$ 56,533.00	29
	1	\$ 47,799.77	\$ 47,891.43	\$ 40,832.00	\$ 56,533.00	28
	3	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	1
<b>Elected Clerk</b>	All	\$ 51,256.96	\$ 51,256.96	\$ 51,121.92	\$ 51,392.00	2
	3	\$ 51,256.96	\$ 51,256.96	\$ 51,121.92	\$ 51,392.00	2
<b>Clerk</b>	All	\$ 43,109.22	\$ 39,972.00	\$ 17,680.00	\$ 78,000.00	61
	1	\$ 42,464.60	\$ 39,156.00	\$ 36,504.00	\$ 66,515.00	32
	2	\$ 55,518.69	\$ 55,043.38	\$ 45,864.00	\$ 66,124.00	4
	3	\$ 41,247.60	\$ 39,164.38	\$ 27,789.00	\$ 55,839.00	8
	4	\$ 38,228.31	\$ 39,166.40	\$ 17,680.00	\$ 59,311.92	9
	5	\$ 46,835.59	\$ 42,369.60	\$ 34,500.70	\$ 78,000.00	8
<b>Clerk I</b>	All	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	1
	3	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	\$ 33,600.00	1
<b>Clerk II</b>	All	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	2
	3	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	\$ 46,155.20	2
<b>Clerk III</b>	All	\$ 46,597.94	\$ 44,720.00	\$ 40,560.00	\$ 53,518.40	21
	1	\$ 49,216.96	\$ 52,000.00	\$ 40,560.00	\$ 53,518.40	10
	4	\$ 44,217.02	\$ 41,662.40	\$ 41,662.40	\$ 53,185.60	11
<b>Clerk IV</b>	All	\$ 52,693.08	\$ 53,372.80	\$ 32,835.00	\$ 64,396.80	5
	1	\$ 53,585.00	\$ 63,523.20	\$ 32,835.00	\$ 64,396.80	3
	4	\$ 51,355.20	\$ 51,355.20	\$ 49,337.60	\$ 53,372.80	2
<b>Clerk VI</b>	All	\$ 56,072.64	\$ 52,686.40	\$ 48,713.60	\$ 66,664.00	5
	4	\$ 56,072.64	\$ 52,686.40	\$ 48,713.60	\$ 66,664.00	5
<b>Coordinator</b>	All	\$ 46,403.79	\$ 37,843.20	\$ 30,640.00	\$ 89,606.40	10
	1	\$ 44,408.46	\$ 36,095.50	\$ 30,640.00	\$ 89,606.40	6
	2	\$ 73,109.40	\$ 73,109.40	\$ 73,109.40	\$ 73,109.40	1
	3	\$ 41,565.00	\$ 41,565.00	\$ 41,565.00	\$ 41,565.00	1
	4	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	1
	5	\$ 45,144.68	\$ 45,144.68	\$ 45,144.68	\$ 45,144.68	1
<b>Court Coordinator</b>	All	\$ 62,379.23	\$ 63,255.66	\$ 28,938.97	\$ 91,353.60	201
	1	\$ 66,385.61	\$ 66,259.70	\$ 32,158.00	\$ 91,353.60	128
	2	\$ 53,329.58	\$ 52,916.49	\$ 30,235.44	\$ 76,078.68	13
	3	\$ 57,382.21	\$ 57,989.72	\$ 34,218.00	\$ 81,032.12	30
	4	\$ 54,987.46	\$ 54,023.50	\$ 29,575.00	\$ 75,172.00	22
	5	\$ 52,049.11	\$ 58,894.94	\$ 28,938.97	\$ 69,586.65	8
<b>Court Reporter</b>	All	\$ 107,364.80	\$ 103,618.00	\$ 61,275.42	\$ 196,040.00	160
	1	\$ 113,622.20	\$ 121,013.00	\$ 74,443.20	\$ 142,165.56	101
	2	\$ 99,161.93	\$ 108,213.60	\$ 69,928.17	\$ 109,679.10	7
	3	\$ 102,176.34	\$ 100,000.00	\$ 61,275.42	\$ 196,040.00	29
	4	\$ 91,520.45	\$ 89,378.00	\$ 66,955.20	\$ 120,702.40	17
	5	\$ 81,571.97	\$ 81,896.80	\$ 68,250.00	\$ 91,000.00	6

<b>Director</b>	All	\$ 135,912.80	\$ 141,772.80	\$ 99,660.00	\$ 156,728.00	5
	1	\$ 135,912.80	\$ 141,772.80	\$ 99,660.00	\$ 156,728.00	5
<b>Interpreter</b>	All	\$ 48,853.13	\$ 48,853.13	\$ 41,336.25	\$ 56,370.00	2
	1	\$ 56,370.00	\$ 56,370.00	\$ 56,370.00	\$ 56,370.00	1
	5	\$ 41,336.25	\$ 41,336.25	\$ 41,336.25	\$ 41,336.25	1
<b>Investigator</b>	All	\$ 44,251.00	\$ 44,251.00	\$ 44,251.00	\$ 44,251.00	1
	1	\$ 44,251.00	\$ 44,251.00	\$ 44,251.00	\$ 44,251.00	1
<b>Judge</b>	All	\$ 137,835.40	\$ 157,999.90	\$ 16,302.00	\$ 237,891.20	289
	1	\$ 155,368.14	\$ 171,000.00	\$ 43,680.00	\$ 198,921.00	150
	2	\$ 105,254.53	\$ 77,832.00	\$ 17,000.16	\$ 199,409.59	35
	3	\$ 129,670.18	\$ 140,000.12	\$ 16,302.00	\$ 237,891.16	55
	4	\$ 117,374.58	\$ 105,664.78	\$ 25,199.98	\$ 193,400.00	35
	5	\$ 114,666.53	\$ 106,229.64	\$ 36,617.24	\$ 194,614.98	14
<b>Manager</b>	All	\$ 85,252.72	\$ 78,405.20	\$ 50,939.20	\$ 216,153.60	24
	1	\$ 87,625.67	\$ 80,017.20	\$ 50,939.20	\$ 216,153.59	22
	4	\$ 59,150.26	\$ 59,150.26	\$ 55,016.00	\$ 63,284.52	2
<b>Specialist</b>	All	\$ 57,061.90	\$ 57,061.90	\$ 54,755.93	\$ 59,367.87	2
	1	\$ 59,367.87	\$ 59,367.87	\$ 59,367.87	\$ 59,367.87	1
	3	\$ 54,755.93	\$ 54,755.93	\$ 54,755.93	\$ 54,755.93	1

*Appendix Table 16: 2023 Salaries by Title and Strata – Probate Court*

	<b>Strata</b>	<b>Mean</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>	<b>N</b>
<b>Admin</b>	All	\$ 64,336.89	\$ 64,427.46	\$ 23,794.00	\$ 85,467.20	42
	1	\$ 65,325.74	\$ 64,645.32	\$ 37,046.07	\$ 85,467.20	41
	2	\$ 23,794.00	\$ 23,794.00	\$ 23,794.00	\$ 23,794.00	1
<b>Auditor</b>	All	\$ 67,723.11	\$ 66,123.50	\$ 49,529.00	\$ 94,980.82	12
	1	\$ 67,723.11	\$ 66,123.50	\$ 49,529.00	\$ 94,980.82	12
<b>Bailiff/Officers</b>	All	\$ 65,087.07	\$ 65,087.07	\$ 44,309.00	\$ 85,865.15	2
	1	\$ 65,087.07	\$ 65,087.07	\$ 44,309.00	\$ 85,865.15	2
<b>Deputy Clerk II</b>	All	\$ 32,574.00	\$ 32,574.00	\$ 32,574.00	\$ 32,574.00	1
	1	\$ 32,574.00	\$ 32,574.00	\$ 32,574.00	\$ 32,574.00	1
<b>Clerk</b>	All	\$ 40,460.58	\$ 38,784.00	\$ 38,148.00	\$ 49,116.00	12
	1	\$ 40,460.58	\$ 38,784.00	\$ 38,148.00	\$ 49,116.00	12
<b>Clerk IV</b>	All	\$ 48,665.07	\$ 49,337.60	\$ 46,820.80	\$ 49,836.80	3
	1	\$ 48,665.07	\$ 49,337.60	\$ 46,820.80	\$ 49,836.80	3
<b>Coordinator</b>	All	\$ 81,878.81	\$ 87,401.60	\$ 48,049.00	\$ 101,649.60	15
	1	\$ 81,878.81	\$ 87,401.60	\$ 48,049.00	\$ 101,649.60	15
<b>Court Coordinator</b>	All	\$ 70,664.19	\$ 69,113.09	\$ 51,683.00	\$ 89,024.00	8
	1	\$ 70,664.19	\$ 69,113.09	\$ 51,683.00	\$ 89,024.00	8
<b>Court Reporter</b>	All	\$ 123,244.90	\$ 129,417.60	\$ 96,168.07	\$ 138,430.20	11
	1	\$ 123,244.86	\$ 129,417.60	\$ 96,168.07	\$ 138,430.20	11

<b>Director</b>	All	\$ 160,866.40	\$ 160,866.40	\$ 160,866.40	\$ 160,866.40	1
	1	\$ 160,866.36	\$ 160,866.36	\$ 160,866.36	\$ 160,866.36	1
<b>Investigator</b>	All	\$ 75,553.29	\$ 76,030.62	\$ 44,672.00	\$ 102,252.70	15
	1	\$ 75,553.29	\$ 76,030.62	\$ 44,672.00	\$ 102,252.74	15
<b>Judge</b>	All	\$ 147,554.80	\$ 165,963.20	\$ 16,640.00	\$ 193,400.00	32
	1	\$ 151,124.28	\$ 165,963.20	\$ 16,640.00	\$ 193,400.00	31
	2	\$ 36,900.00	\$ 36,900.00	\$ 36,900.00	\$ 36,900.00	1
<b>Manager</b>	All	\$ 107,598.40	\$ 104,998.40	\$ 94,078.40	\$ 124,779.20	8
	1	\$ 107,598.40	\$ 104,998.40	\$ 94,078.40	\$ 124,779.20	8
<b>Paralegal</b>	All	\$ 47,880.00	\$ 47,880.00	\$ 45,324.00	\$ 50,436.00	2
	1	\$ 47,880.00	\$ 47,880.00	\$ 45,324.00	\$ 50,436.00	2
<b>Supervisor</b>	All	\$ 82,787.64	\$ 82,787.64	\$ 82,787.64	\$ 82,787.64	2
	1	\$ 82,787.64	\$ 82,787.64	\$ 82,787.64	\$ 82,787.64	2

*Appendix Table 17: 2023 Salaries by Title and Strata – Court Administration*

	<b>Strata</b>	<b>Mean</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>	<b>N</b>
<b>Admin</b>	All	\$ 67,537.96	\$ 62,420.80	\$ 41,600.00	\$ 121,970.20	17
	1	\$ 64,135.95	\$ 61,141.60	\$ 41,600.00	\$ 102,516.96	16
	4	\$ 121,970.16	\$ 121,970.16	\$ 121,970.16	\$ 121,970.16	1
<b>Bailiff/Officers</b>	All	\$ 61,700.87	\$ 55,511.41	\$ 53,005.00	\$ 76,586.20	3
	1	\$ 61,700.87	\$ 55,511.41	\$ 53,005.00	\$ 76,586.20	3
<b>Deputy Clerk</b>	All	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	1
	1	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	\$ 39,658.50	1
<b>Clerk II</b>	All	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	2
	1	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	\$ 40,892.80	2
<b>Coordinator</b>	All	\$ 61,273.71	\$ 61,273.71	\$ 56,000.10	\$ 66,547.32	2
	1	\$ 61,273.71	\$ 61,273.71	\$ 56,000.10	\$ 66,547.32	2
<b>Court Coordinator</b>	All	\$ 53,461.64	\$ 48,701.00	\$ 44,627.00	\$ 64,768.32	15
	1	\$ 53,461.64	\$ 48,701.00	\$ 44,627.00	\$ 64,768.32	15
<b>Court Reporter</b>	All	\$ 98,156.53	\$ 91,080.00	\$ 74,443.20	\$ 127,064.00	6
	1	\$ 97,787.84	\$ 82,160.00	\$ 74,443.20	\$ 127,064.00	5
	3	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	1
<b>Director</b>	All	\$ 123,988.10	\$ 133,963.60	\$ 90,001.60	\$ 147,999.30	3
	1	\$ 123,988.15	\$ 133,963.56	\$ 90,001.60	\$ 147,999.28	3
<b>Interpreter</b>	All	\$ 78,344.50	\$ 78,344.50	\$ 74,529.00	\$ 82,160.00	2
	1	\$ 82,160.00	\$ 82,160.00	\$ 82,160.00	\$ 82,160.00	1
	3	\$ 74,529.00	\$ 74,529.00	\$ 74,529.00	\$ 74,529.00	1
<b>Investigator</b>	All	\$ 102,709.40	\$ 102,709.40	\$ 102,709.40	\$ 102,709.40	1
	1	\$ 102,709.36	\$ 102,709.36	\$ 102,709.36	\$ 102,709.36	1
<b>Manager</b>	All	\$ 94,047.66	\$ 94,047.66	\$ 82,149.96	\$ 105,945.40	2
	1	\$ 94,047.66	\$ 94,047.66	\$ 82,149.96	\$ 105,945.36	2

Paralegal	All	\$ 46,500.00	\$ 46,500.00	\$ 46,500.00	\$ 46,500.00	1
	1	\$ 46,500.00	\$ 46,500.00	\$ 46,500.00	\$ 46,500.00	1
Specialist	All	\$ 48,126.00	\$ 48,126.00	\$ 48,126.00	\$ 48,126.00	1
	1	\$ 48,126.00	\$ 48,126.00	\$ 48,126.00	\$ 48,126.00	1

*Appendix Table 18: 2023 Salaries by Title and Strata – CPS Courts (County Level)*

	Strata	Mean	Median	Min	Max	N
Admin	All	\$ 105,228.00	\$ 105,228.00	\$ 105,228.00	\$ 105,228.00	1
	1	\$ 105,228.00	\$ 105,228.00	\$ 105,228.00	\$ 105,228.00	1
Analyst/IT	All	\$ 77,112.00	\$ 77,112.00	\$ 77,112.00	\$ 77,112.00	1
	1	\$ 77,112.00	\$ 77,112.00	\$ 77,112.00	\$ 77,112.00	1
Bailiff/Officers	All	\$ 50,875.50	\$ 50,875.50	\$ 49,126.00	\$ 52,625.00	2
	1	\$ 50,875.50	\$ 50,875.50	\$ 49,126.00	\$ 52,625.00	2
Coordinator	All	\$ 60,010.80	\$ 57,696.00	\$ 57,696.00	\$ 70,188.00	10
	1	\$ 60,010.80	\$ 57,696.00	\$ 57,696.00	\$ 70,188.00	10
Court Coordinator	All	\$ 47,100.50	\$ 47,100.50	\$ 44,672.00	\$ 49,529.00	2
	1	\$ 47,100.50	\$ 47,100.50	\$ 44,672.00	\$ 49,529.00	2
Manager	All	\$ 69,480.00	\$ 73,200.00	\$ 57,696.00	\$ 73,824.00	4
	1	\$ 69,480.00	\$ 73,200.00	\$ 57,696.00	\$ 73,824.00	4
Supervisor	All	\$ 68,064.00	\$ 68,064.00	\$ 68,064.00	\$ 68,064.00	1
	1	\$ 68,064.00	\$ 68,064.00	\$ 68,064.00	\$ 68,064.00	1

*Appendix Table 19: 2023 Salaries by Title and Stratum – Clerk Office Staff*

	Strata	Mean	Median	Min	Max	N
Admin	All	\$ 49,805.64	\$ 44,636.80	\$ 23,552.00	\$ 145,600.00	293
	1	\$ 50,377.89	\$ 45,747.95	\$ 25,502.00	\$ 145,600.00	256
	2	\$ 38,804.01	\$ 41,303.23	\$ 29,193.84	\$ 50,623.07	7
	3	\$ 47,266.96	\$ 43,698.00	\$ 23,552.00	\$ 75,788.43	10
	4	\$ 42,808.54	\$ 43,680.00	\$ 27,754.00	\$ 57,500.00	9
	5	\$ 51,521.50	\$ 43,971.20	\$ 33,555.91	\$ 100,327.50	11
Analyst/IT	All	\$ 68,817.55	\$ 62,015.20	\$ 33,142.52	\$ 132,662.40	96
	1	\$ 69,461.62	\$ 64,542.40	\$ 33,142.52	\$ 132,662.41	93
	2	\$ 53,976.08	\$ 53,976.08	\$ 53,976.08	\$ 53,976.08	1
	3	\$ 50,000.08	\$ 50,000.08	\$ 50,000.08	\$ 50,000.08	1
	4	\$ 42,578.00	\$ 42,578.00	\$ 42,578.00	\$ 42,578.00	1
Auditor	All	\$ 44,672.00	\$ 44,672.00	\$ 44,672.00	\$ 44,672.00	2
	1	\$ 44,672.00	\$ 44,672.00	\$ 44,672.00	\$ 44,672.00	2
Bailiff/Officers	All	\$ 55,355.40	\$ 55,688.76	\$ 32,835.00	\$ 103,043.20	36
	1	\$ 56,190.15	\$ 55,688.76	\$ 32,835.00	\$ 103,043.20	33



	4	\$	37,339.20	\$	37,339.20	\$	37,339.20	\$	37,339.20	1
	5	\$	50,590.00	\$	50,590.00	\$	47,230.00	\$	53,950.00	2
	All	\$	59,501.33	\$	51,716.25	\$	20,689.04	\$	161,928.00	210
<b>Chief Deputy Clerk</b>	1	\$	92,382.41	\$	89,932.00	\$	42,003.25	\$	161,928.00	53
	2	\$	49,641.41	\$	47,170.82	\$	25,084.08	\$	86,177.65	37
	3	\$	49,774.06	\$	47,216.00	\$	27,120.00	\$	75,529.05	49
	4	\$	47,880.75	\$	44,997.94	\$	20,689.04	\$	73,340.80	39
	5	\$	45,500.02	\$	42,133.88	\$	32,338.68	\$	85,248.14	32
<b>Chief Deputy Clerk II</b>	All	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
	3	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
<b>Chief Deputy Clerk III</b>	All	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
	3	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
<b>Elected Deputy Clerk</b>	All	\$	81,591.63	\$	83,837.40	\$	44,625.00	\$	110,782.00	6
	1	\$	110,782.00	\$	110,782.00	\$	110,782.00	\$	110,782.00	1
	3	\$	83,234.00	\$	83,234.00	\$	73,459.00	\$	93,009.00	2
	4	\$	80,444.80	\$	80,444.80	\$	80,444.80	\$	80,444.80	1
	5	\$	65,927.50	\$	65,927.50	\$	44,625.00	\$	87,230.00	2
<b>Deputy Clerk</b>	All	\$	38,912.33	\$	37,964.53	\$	15,300.95	\$	227,367.10	1040
	1	\$	39,643.08	\$	39,374.40	\$	25,502.00	\$	108,596.80	449
	2	\$	39,301.66	\$	36,750.00	\$	20,000.00	\$	134,531.28	156
	3	\$	39,786.63	\$	36,871.25	\$	15,538.41	\$	227,367.14	205
	4	\$	37,953.43	\$	37,107.20	\$	15,308.80	\$	103,927.00	139
	5	\$	34,134.44	\$	33,238.00	\$	15,300.95	\$	59,902.00	91
<b>Deputy Clerk I</b>	All	\$	34,356.83	\$	31,590.08	\$	25,918.66	\$	69,474.08	144
	1	\$	31,011.71	\$	28,151.00	\$	28,151.00	\$	52,303.00	90
	2	\$	46,989.49	\$	47,443.24	\$	40,608.73	\$	52,916.49	6
	3	\$	39,964.21	\$	37,815.50	\$	35,136.00	\$	69,474.08	28
	4	\$	35,330.54	\$	36,597.60	\$	28,537.60	\$	41,538.00	14
	5	\$	43,461.10	\$	47,453.64	\$	25,918.66	\$	47,803.00	6
<b>Deputy Clerk II</b>	All	\$	41,179.21	\$	40,832.30	\$	25,502.00	\$	58,841.00	240
	1	\$	40,859.50	\$	40,832.00	\$	25,502.00	\$	56,533.00	181
	2	\$	46,151.93	\$	49,163.40	\$	35,800.00	\$	50,177.04	14
	3	\$	40,722.54	\$	43,676.50	\$	28,808.00	\$	46,155.20	18
	4	\$	37,792.91	\$	39,728.00	\$	30,350.00	\$	47,040.00	15
	5	\$	45,117.91	\$	49,755.00	\$	28,080.84	\$	58,841.00	12
<b>Deputy Clerk III</b>	All	\$	43,457.36	\$	42,035.00	\$	29,439.59	\$	73,275.00	60
	1	\$	38,498.12	\$	39,639.00	\$	34,202.00	\$	45,486.00	26
	2	\$	49,157.40	\$	49,157.40	\$	49,157.40	\$	49,157.40	4
	3	\$	46,818.00	\$	49,212.80	\$	33,446.40	\$	50,396.00	13
	4	\$	40,703.10	\$	42,835.20	\$	32,232.00	\$	44,720.00	10
	5	\$	56,313.66	\$	57,071.00	\$	29,439.59	\$	73,275.00	7
<b>Deputy Clerk IV</b>	All	\$	33,834.06	\$	30,762.44	\$	30,762.44	\$	39,428.00	5
	4	\$	38,441.50	\$	38,441.50	\$	37,455.00	\$	39,428.00	2

	5	\$	30,762.44	\$	30,762.44	\$	30,762.44	\$	30,762.44	3
<b>Deputy Clerk V</b>	All	\$	37,220.80	\$	37,220.80	\$	37,220.80	\$	37,220.80	1
	4	\$	37,220.80	\$	37,220.80	\$	37,220.80	\$	37,220.80	1
<b>Deputy Clerk VI</b>	All	\$	34,055.20	\$	34,055.20	\$	34,055.20	\$	34,055.20	1
	4	\$	34,055.20	\$	34,055.20	\$	34,055.20	\$	34,055.20	1
<b>Elected Clerk</b>	All	\$	70,913.43	\$	68,958.00	\$	27,000.00	\$	149,670.60	37
	1	\$	127,007.08	\$	123,787.87	\$	110,782.00	\$	149,670.59	4
	2	\$	59,026.12	\$	68,958.00	\$	27,000.00	\$	80,000.18	11
	3	\$	72,735.84	\$	73,459.00	\$	46,800.00	\$	93,009.00	7
	4	\$	62,231.65	\$	63,560.38	\$	45,456.06	\$	81,974.90	7
	5	\$	65,213.59	\$	68,130.00	\$	44,625.00	\$	87,230.00	8
<b>Clerk</b>	All	\$	47,124.76	\$	41,580.00	\$	17,680.00	\$	201,895.20	1204
	1	\$	46,560.39	\$	41,478.00	\$	26,464.00	\$	201,895.20	880
	2	\$	56,000.00	\$	49,534.38	\$	31,491.20	\$	113,499.31	74
	3	\$	44,685.85	\$	39,073.00	\$	20,800.00	\$	122,569.98	143
	4	\$	50,995.89	\$	39,240.00	\$	17,680.00	\$	121,927.00	63
	5	\$	45,869.23	\$	41,981.09	\$	22,984.00	\$	91,676.06	44
<b>Clerk I</b>	All	\$	39,148.19	\$	37,971.42	\$	31,824.00	\$	48,588.80	91
	1	\$	38,142.38	\$	37,897.60	\$	31,824.00	\$	44,803.20	69
	3	\$	37,205.00	\$	37,205.00	\$	37,205.00	\$	37,205.00	1
	4	\$	42,642.17	\$	40,000.00	\$	36,521.77	\$	48,588.80	19
	5	\$	41,627.30	\$	41,627.30	\$	41,558.40	\$	41,696.20	2
<b>Clerk II</b>	All	\$	41,753.21	\$	42,827.20	\$	25,854.00	\$	61,422.40	343
	1	\$	42,448.14	\$	43,097.60	\$	25,854.00	\$	61,422.40	308
	2	\$	30,829.46	\$	31,325.06	\$	27,207.70	\$	39,537.42	19
	3	\$	46,155.20	\$	46,155.20	\$	46,155.20	\$	46,155.20	1
	4	\$	41,226.41	\$	39,224.69	\$	37,356.85	\$	49,920.00	13
	5	\$	39,733.09	\$	39,733.09	\$	33,250.00	\$	46,216.17	2
<b>Clerk III</b>	All	\$	46,519.53	\$	45,240.00	\$	30,074.72	\$	85,488.00	369
	1	\$	46,822.61	\$	45,448.00	\$	30,156.00	\$	85,488.00	343
	2	\$	32,364.02	\$	32,364.02	\$	30,074.72	\$	34,653.32	2
	4	\$	43,485.73	\$	41,662.40	\$	37,971.42	\$	54,517.00	23
	5	\$	40,652.91	\$	40,652.91	\$	40,652.91	\$	40,652.91	1
<b>Clerk IV</b>	All	\$	54,359.17	\$	52,000.00	\$	36,046.40	\$	71,219.20	83
	1	\$	54,868.29	\$	54,204.80	\$	36,046.40	\$	71,219.20	79
	4	\$	44,304.00	\$	43,867.20	\$	43,867.20	\$	45,614.40	4
<b>Clerk V</b>	All	\$	51,168.00	\$	50,086.40	\$	46,259.20	\$	58,240.00	4
	1	\$	55,161.60	\$	55,161.60	\$	52,083.20	\$	58,240.00	2
	4	\$	47,174.40	\$	47,174.40	\$	46,259.20	\$	48,089.60	2
<b>Clerk VI</b>	All	\$	48,713.60	\$	48,713.60	\$	48,713.60	\$	48,713.60	2
	4	\$	48,713.60	\$	48,713.60	\$	48,713.60	\$	48,713.60	2
<b>Clerk XII</b>	All	\$	87,620.00	\$	87,620.00	\$	87,620.00	\$	87,620.00	1
	1	\$	87,620.00	\$	87,620.00	\$	87,620.00	\$	87,620.00	1

<b>Coordinator</b>	All	\$	64,558.43	\$	67,020.00	\$	28,116.00	\$	94,168.11	59
	1	\$	65,838.13	\$	70,054.40	\$	28,116.00	\$	94,168.11	55
	3	\$	30,326.40	\$	30,326.40	\$	30,326.40	\$	30,326.40	1
	4	\$	57,284.00	\$	57,284.00	\$	57,284.00	\$	57,284.00	1
	5	\$	50,120.00	\$	50,120.00	\$	50,120.00	\$	50,120.00	2
<b>Court Coordinator</b>	All	\$	56,044.58	\$	49,515.89	\$	37,809.78	\$	79,788.00	8
	1	\$	68,474.20	\$	73,176.00	\$	47,756.80	\$	79,788.00	4
	4	\$	39,375.06	\$	39,375.06	\$	39,375.06	\$	39,375.06	1
	5	\$	45,028.25	\$	46,000.00	\$	37,809.78	\$	51,274.98	3
<b>Director</b>	All	\$	94,833.73	\$	93,828.80	\$	55,640.00	\$	140,004.80	38
	1	\$	94,833.73	\$	93,828.80	\$	55,640.00	\$	140,004.80	38
<b>Investigator</b>	All	\$	69,193.26	\$	69,193.26	\$	69,193.26	\$	69,193.26	1
	2	\$	69,193.26	\$	69,193.26	\$	69,193.26	\$	69,193.26	1
<b>Manager</b>	All	\$	69,599.01	\$	64,876.35	\$	34,216.00	\$	163,553.80	146
	1	\$	70,979.81	\$	69,924.00	\$	34,216.00	\$	163,553.78	135
	3	\$	56,009.82	\$	59,475.00	\$	42,120.00	\$	71,760.00	5
	4	\$	49,855.29	\$	47,443.90	\$	35,941.00	\$	64,770.42	6
<b>Specialist</b>	All	\$	44,448.30	\$	41,236.60	\$	25,503.00	\$	69,804.80	90
	1	\$	44,502.38	\$	41,236.60	\$	25,503.00	\$	69,804.80	88
	2	\$	46,370.40	\$	46,370.40	\$	46,370.40	\$	46,370.40	1
	4	\$	37,768.00	\$	37,768.00	\$	37,768.00	\$	37,768.00	1
<b>Supervisor</b>	All	\$	57,750.52	\$	57,103.20	\$	31,184.47	\$	88,192.00	188
	1	\$	59,827.90	\$	59,696.02	\$	32,548.00	\$	88,192.00	158
	2	\$	45,515.82	\$	44,207.80	\$	34,880.04	\$	57,103.20	23
	3	\$	56,116.25	\$	57,660.00	\$	47,411.00	\$	61,734.00	4
	4	\$	44,320.18	\$	50,628.00	\$	31,184.47	\$	51,148.08	3

*Appendix Table 20: 2023 Salaries by Title and Strata – District Clerk*

	<b>Strata</b>		<b>Mean</b>		<b>Median</b>		<b>Min</b>		<b>Max</b>	<b>N</b>
<b>Admin</b>	All	\$	45,119.48	\$	41,110.00	\$	23,552.00	\$	145,600.00	161
	1	\$	44,838.22	\$	40,809.60	\$	25,502.00	\$	145,600.00	146
	2	\$	44,057.54	\$	44,057.54	\$	44,057.54	\$	44,057.54	1
	3	\$	46,839.36	\$	44,008.50	\$	23,552.00	\$	75,788.43	4
	4	\$	45,369.93	\$	43,680.00	\$	35,145.80	\$	57,284.00	3
	5	\$	50,047.20	\$	52,291.20	\$	39,852.80	\$	65,312.00	7
<b>Analyst/IT</b>	All	\$	78,865.18	\$	77,844.00	\$	33,142.52	\$	132,662.40	38
	1	\$	79,537.85	\$	77,896.00	\$	33,142.52	\$	132,662.41	37
	2	\$	53,976.08	\$	53,976.08	\$	53,976.08	\$	53,976.08	1
<b>Auditor</b>	All	\$	44,672.00	\$	44,672.00	\$	44,672.00	\$	44,672.00	2
	1	\$	44,672.00	\$	44,672.00	\$	44,672.00	\$	44,672.00	2
<b>Bailiff/Officers</b>	All	\$	64,441.46	\$	61,171.38	\$	37,339.20	\$	103,043.20	8

	1	\$	75,402.48	\$	70,324.80	\$	57,174.48	\$	103,043.20	5
	4	\$	37,339.20	\$	37,339.20	\$	37,339.20	\$	37,339.20	1
	5	\$	50,590.00	\$	50,590.00	\$	47,230.00	\$	53,950.00	2
	All	\$	59,859.71	\$	52,143.26	\$	20,689.04	\$	156,915.20	98
<b>Chief Deputy Clerk</b>	1	\$	88,418.73	\$	85,795.00	\$	42,003.25	\$	156,915.20	28
	2	\$	52,517.39	\$	52,143.26	\$	25,084.08	\$	86,177.65	14
	3	\$	48,328.25	\$	47,179.50	\$	31,198.00	\$	75,508.94	24
	4	\$	46,031.06	\$	44,853.00	\$	20,689.04	\$	71,177.95	19
	5	\$	47,755.00	\$	43,110.39	\$	34,049.60	\$	85,248.14	13
<b>Chief Deputy Clerk II</b>	All	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
	3	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
<b>Chief Deputy Clerk III</b>	All	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
	3	\$	69,474.08	\$	69,474.08	\$	69,474.08	\$	69,474.08	1
<b>Elected Deputy Clerk</b>	All	\$	81,591.63	\$	83,837.40	\$	44,625.00	\$	110,782.00	6
	1	\$	110,782.00	\$	110,782.00	\$	110,782.00	\$	110,782.00	1
	3	\$	83,234.00	\$	83,234.00	\$	73,459.00	\$	93,009.00	2
	4	\$	80,444.80	\$	80,444.80	\$	80,444.80	\$	80,444.80	1
	5	\$	65,927.50	\$	65,927.50	\$	44,625.00	\$	87,230.00	2
<b>Deputy Clerk</b>	All	\$	40,653.54	\$	38,793.60	\$	17,101.26	\$	227,367.10	489
	1	\$	41,285.11	\$	40,346.00	\$	29,993.60	\$	62,556.83	221
	2	\$	41,704.68	\$	37,960.00	\$	20,086.73	\$	134,531.28	67
	3	\$	41,418.40	\$	36,871.25	\$	17,101.26	\$	227,367.14	99
	4	\$	39,207.39	\$	36,099.23	\$	24,403.12	\$	103,927.00	69
	5	\$	35,019.00	\$	36,984.11	\$	20,800.00	\$	51,668.50	33
<b>Deputy Clerk I</b>	All	\$	33,881.31	\$	30,156.00	\$	28,151.00	\$	69,474.08	78
	1	\$	30,501.60	\$	28,151.00	\$	28,151.00	\$	50,632.43	53
	2	\$	44,711.32	\$	40,608.73	\$	40,608.73	\$	52,916.49	3
	3	\$	41,035.56	\$	36,893.00	\$	35,136.00	\$	69,474.08	18
	4	\$	35,193.33	\$	37,835.20	\$	28,620.00	\$	39,124.80	3
	5	\$	47,803.00	\$	47,803.00	\$	47,803.00	\$	47,803.00	1
<b>Deputy Clerk II</b>	All	\$	43,895.20	\$	42,084.02	\$	30,350.00	\$	56,533.00	108
	1	\$	44,248.40	\$	42,227.11	\$	32,835.00	\$	56,533.00	88
	2	\$	45,851.09	\$	49,163.40	\$	38,212.82	\$	50,177.04	3
	3	\$	43,311.40	\$	45,448.60	\$	37,390.40	\$	46,155.20	6
	4	\$	37,150.19	\$	39,728.00	\$	30,350.00	\$	42,098.91	7
	5	\$	47,337.25	\$	50,252.50	\$	36,366.00	\$	52,478.00	4
<b>Deputy Clerk III</b>	All	\$	45,154.73	\$	42,107.60	\$	34,285.00	\$	58,213.00	20
	1	\$	40,390.75	\$	40,332.50	\$	39,639.00	\$	41,492.00	8
	2	\$	49,157.40	\$	49,157.40	\$	49,157.40	\$	49,157.40	3
	3	\$	45,968.00	\$	45,968.00	\$	42,723.20	\$	49,212.80	2
	4	\$	37,783.46	\$	35,973.00	\$	34,285.00	\$	43,092.40	3
	5	\$	56,802.50	\$	57,071.00	\$	54,855.00	\$	58,213.00	4
<b>Elected Clerk</b>	All	\$	75,481.78	\$	71,233.50	\$	51,309.37	\$	123,787.90	10

	1	\$	123,787.87	\$	123,787.87	\$	123,787.87	\$	123,787.87	1
	2	\$	74,051.73	\$	73,197.00	\$	68,958.00	\$	80,000.18	3
	3	\$	74,078.22	\$	74,078.22	\$	61,827.44	\$	86,329.00	2
	4	\$	57,437.09	\$	57,437.09	\$	51,309.37	\$	63,564.80	2
	5	\$	72,922.08	\$	72,922.08	\$	69,270.00	\$	76,574.15	2
	All	\$	46,841.96	\$	41,019.26	\$	18,706.23	\$	201,895.20	589
<b>Clerk</b>	1	\$	46,700.30	\$	41,184.00	\$	26,464.00	\$	201,895.20	443
	2	\$	56,684.72	\$	53,192.71	\$	35,831.00	\$	89,981.06	20
	3	\$	44,784.59	\$	39,073.00	\$	20,800.00	\$	122,569.98	69
	4	\$	49,902.88	\$	38,605.71	\$	18,706.23	\$	98,757.10	30
	5	\$	43,732.05	\$	40,287.52	\$	22,984.00	\$	91,676.06	27
	All	\$	38,682.42	\$	37,897.60	\$	31,824.00	\$	48,588.80	73
<b>Clerk I</b>	1	\$	38,142.86	\$	37,897.60	\$	31,824.00	\$	44,803.20	67
	4	\$	46,247.77	\$	48,588.80	\$	39,224.69	\$	48,588.80	4
	5	\$	41,627.30	\$	41,627.30	\$	41,558.40	\$	41,696.20	2
	All	\$	41,905.38	\$	42,827.20	\$	25,854.00	\$	50,814.40	245
<b>Clerk II</b>	1	\$	42,296.39	\$	43,097.60	\$	25,854.00	\$	50,814.40	229
	2	\$	31,830.33	\$	31,575.96	\$	27,207.70	\$	39,537.42	9
	3	\$	46,155.20	\$	46,155.20	\$	46,155.20	\$	46,155.20	1
	4	\$	40,420.30	\$	38,975.50	\$	38,974.50	\$	43,639.00	5
	5	\$	46,216.17	\$	46,216.17	\$	46,216.17	\$	46,216.17	1
	All	\$	47,432.34	\$	45,656.00	\$	30,074.72	\$	85,488.00	242
<b>Clerk III</b>	1	\$	48,006.59	\$	47,112.00	\$	32,864.00	\$	85,488.00	219
	2	\$	32,364.02	\$	32,364.02	\$	30,074.72	\$	34,653.32	2
	4	\$	42,878.84	\$	41,662.40	\$	37,971.42	\$	54,517.00	21
	All	\$	55,168.92	\$	55,640.00	\$	36,046.40	\$	71,219.20	71
<b>Clerk IV</b>	1	\$	55,817.57	\$	55,640.00	\$	36,046.40	\$	71,219.20	67
	4	\$	44,304.00	\$	43,867.20	\$	43,867.20	\$	45,614.40	4
	All	\$	51,168.00	\$	50,086.40	\$	46,259.20	\$	58,240.00	4
<b>Clerk V</b>	1	\$	55,161.60	\$	55,161.60	\$	52,083.20	\$	58,240.00	2
	4	\$	47,174.40	\$	47,174.40	\$	46,259.20	\$	48,089.60	2
	All	\$	48,713.60	\$	48,713.60	\$	48,713.60	\$	48,713.60	2
<b>Clerk VI</b>	4	\$	48,713.60	\$	48,713.60	\$	48,713.60	\$	48,713.60	2
	All	\$	58,269.79	\$	58,178.00	\$	28,116.00	\$	94,168.11	18
<b>Coordinator</b>	1	\$	61,500.41	\$	69,758.77	\$	28,116.00	\$	94,168.11	14
	3	\$	30,326.40	\$	30,326.40	\$	30,326.40	\$	30,326.40	1
	4	\$	57,284.00	\$	57,284.00	\$	57,284.00	\$	57,284.00	1
	5	\$	50,120.00	\$	50,120.00	\$	50,120.00	\$	50,120.00	2
	All	\$	48,637.49	\$	48,637.49	\$	46,000.00	\$	51,274.98	2
<b>Court Coordinator</b>	5	\$	48,637.49	\$	48,637.49	\$	46,000.00	\$	51,274.98	2
	All	\$	109,200.00	\$	109,200.00	\$	109,200.00	\$	109,200.00	1
<b>Director</b>	1	\$	109,200.00	\$	109,200.00	\$	109,200.00	\$	109,200.00	1
	All	\$	74,458.38	\$	73,730.52	\$	34,216.00	\$	163,553.80	67
<b>Manager</b>	All	\$	74,458.38	\$	73,730.52	\$	34,216.00	\$	163,553.80	67

	1	\$	76,317.07	\$	75,103.45	\$	34,216.00	\$	163,553.78	61
	3	\$	59,484.71	\$	61,974.12	\$	44,720.00	\$	71,760.00	3
	4	\$	51,638.74	\$	54,204.80	\$	35,941.00	\$	64,770.42	3
<b>Specialist</b>	All	\$	46,560.90	\$	45,587.08	\$	25,503.00	\$	68,764.80	48
	1	\$	46,564.95	\$	45,465.95	\$	25,503.00	\$	68,764.80	47
	2	\$	46,370.40	\$	46,370.40	\$	46,370.40	\$	46,370.40	1
<b>Supervisor</b>	All	\$	59,211.20	\$	58,157.60	\$	31,184.47	\$	79,365.00	88
	1	\$	62,208.63	\$	64,500.80	\$	34,216.00	\$	79,365.00	69
	2	\$	47,057.38	\$	45,599.43	\$	34,880.04	\$	57,103.20	14
	3	\$	59,018.00	\$	59,332.00	\$	55,988.00	\$	61,734.00	3
	4	\$	41,166.27	\$	41,166.27	\$	31,184.47	\$	51,148.08	2

*Appendix Table 21: 2023 Salaries by Title and Strata – County Clerk*

	Strata		Mean		Median		Min		Max		N
<b>Admin</b>	All	\$	55,820.83	\$	49,320.88	\$	27,754.00	\$	144,268.80		130
	1	\$	57,730.54	\$	50,468.70	\$	30,391.52	\$	144,268.80		110
	2	\$	37,928.42	\$	35,908.62	\$	29,193.84	\$	50,623.07		6
	3	\$	47,552.02	\$	43,698.00	\$	40,199.00	\$	69,474.08		6
	4	\$	41,527.83	\$	41,652.50	\$	27,754.00	\$	57,500.00		6
	5	\$	72,149.35	\$	72,149.35	\$	43,971.20	\$	100,327.50		2
<b>Analyst/IT</b>	All	\$	62,234.63	\$	55,963.31	\$	35,189.09	\$	123,947.20		58
	1	\$	62,804.11	\$	56,586.40	\$	35,189.09	\$	123,947.20		56
	3	\$	50,000.08	\$	50,000.08	\$	50,000.08	\$	50,000.08		1
	4	\$	42,578.00	\$	42,578.00	\$	42,578.00	\$	42,578.00		1
<b>Bailiff/Officers</b>	All	\$	52,759.38	\$	55,688.76	\$	32,835.00	\$	75,655.56		28
	1	\$	52,759.38	\$	55,688.76	\$	32,835.00	\$	75,655.56		28
<b>Chief Deputy Clerk</b>	All	\$	60,355.06	\$	51,716.25	\$	27,120.00	\$	161,928.00		106
	1	\$	96,821.73	\$	93,634.00	\$	59,217.60	\$	161,928.00		25
	2	\$	50,278.88	\$	46,961.10	\$	30,943.27	\$	79,066.40		18
	3	\$	51,162.04	\$	47,216.00	\$	27,120.00	\$	75,529.05		25
	4	\$	49,637.96	\$	46,198.49	\$	34,638.00	\$	73,340.80		20
	5	\$	44,459.03	\$	41,963.62	\$	32,338.68	\$	70,859.00		18
<b>Deputy Clerk</b>	All	\$	37,463.23	\$	36,895.61	\$	15,300.95	\$	108,596.80		520
	1	\$	38,051.46	\$	38,015.50	\$	25,502.00	\$	108,596.80		228
	2	\$	37,641.14	\$	34,520.00	\$	22,095.00	\$	65,592.00		67
	3	\$	38,364.35	\$	37,432.68	\$	15,538.41	\$	63,380.00		104
	4	\$	36,717.38	\$	37,107.20	\$	15,308.80	\$	54,988.20		70
	5	\$	33,785.95	\$	33,238.00	\$	15,300.95	\$	59,902.00		51
<b>Deputy Clerk I</b>	All	\$	34,527.42	\$	32,158.00	\$	25,918.66	\$	52,916.49		64
	1	\$	31,742.40	\$	28,151.00	\$	28,151.00	\$	52,303.00		37
	2	\$	52,916.49	\$	52,916.49	\$	52,916.49	\$	52,916.49		1

	3	\$ 38,035.80	\$ 38,738.00	\$ 35,136.00	\$ 40,674.00	10
	4	\$ 35,367.96	\$ 35,360.00	\$ 28,537.60	\$ 41,538.00	11
	5	\$ 42,592.71	\$ 47,453.64	\$ 25,918.66	\$ 47,453.64	5
<b>Deputy Clerk II</b>	All	\$ 38,823.28	\$ 38,212.82	\$ 25,502.00	\$ 58,841.00	129
	1	\$ 37,652.80	\$ 36,210.00	\$ 25,502.00	\$ 56,533.00	93
	2	\$ 46,805.87	\$ 49,163.40	\$ 38,212.82	\$ 50,177.04	8
	3	\$ 39,428.12	\$ 42,611.00	\$ 28,808.00	\$ 46,155.20	12
	4	\$ 38,355.30	\$ 37,300.00	\$ 32,868.00	\$ 47,040.00	8
	5	\$ 44,008.25	\$ 47,582.65	\$ 28,080.84	\$ 58,841.00	8
<b>Deputy Clerk III</b>	All	\$ 42,608.67	\$ 42,035.00	\$ 29,439.59	\$ 73,275.00	40
	1	\$ 37,656.95	\$ 38,299.00	\$ 34,202.00	\$ 45,486.00	18
	2	\$ 49,157.40	\$ 49,157.40	\$ 49,157.40	\$ 49,157.40	1
	3	\$ 46,972.55	\$ 49,212.80	\$ 33,446.40	\$ 50,396.00	11
	4	\$ 41,954.37	\$ 43,213.60	\$ 32,232.00	\$ 44,720.00	7
	5	\$ 55,661.86	\$ 64,271.00	\$ 29,439.59	\$ 73,275.00	3
<b>Deputy Clerk IV</b>	All	\$ 33,834.06	\$ 30,762.44	\$ 30,762.44	\$ 39,428.00	5
	4	\$ 38,441.50	\$ 38,441.50	\$ 37,455.00	\$ 39,428.00	2
	5	\$ 30,762.44	\$ 30,762.44	\$ 30,762.44	\$ 30,762.44	3
<b>Deputy Clerk V</b>	All	\$ 37,220.80	\$ 37,220.80	\$ 37,220.80	\$ 37,220.80	1
	4	\$ 37,220.80	\$ 37,220.80	\$ 37,220.80	\$ 37,220.80	1
<b>Deputy Clerk VI</b>	All	\$ 34,055.20	\$ 34,055.20	\$ 34,055.20	\$ 34,055.20	1
	4	\$ 34,055.20	\$ 34,055.20	\$ 34,055.20	\$ 34,055.20	1
<b>Elected Clerk</b>	All	\$ 80,197.76	\$ 77,510.41	\$ 44,625.00	\$ 149,670.60	18
	1	\$ 128,080.16	\$ 123,787.87	\$ 110,782.00	\$ 149,670.59	3
	2	\$ 74,479.09	\$ 74,479.09	\$ 68,958.00	\$ 80,000.18	2
	3	\$ 78,548.61	\$ 79,894.00	\$ 61,397.44	\$ 93,009.00	4
	4	\$ 64,149.48	\$ 63,560.38	\$ 45,456.06	\$ 81,974.90	5
	5	\$ 68,854.79	\$ 71,782.08	\$ 44,625.00	\$ 87,230.00	4
<b>Clerk</b>	All	\$ 47,232.19	\$ 41,844.00	\$ 17,680.00	\$ 201,895.20	595
	1	\$ 46,418.57	\$ 41,844.00	\$ 34,051.00	\$ 201,895.20	437
	2	\$ 57,409.16	\$ 49,347.46	\$ 31,491.20	\$ 92,216.00	36
	3	\$ 44,593.78	\$ 38,694.50	\$ 21,623.00	\$ 99,840.00	74
	4	\$ 51,989.54	\$ 42,456.95	\$ 17,680.00	\$ 121,927.00	33
	5	\$ 49,060.68	\$ 42,720.30	\$ 23,462.40	\$ 91,526.06	15
<b>Clerk I</b>	All	\$ 41,037.11	\$ 38,974.50	\$ 33,425.60	\$ 48,588.80	18
	1	\$ 38,126.40	\$ 38,126.40	\$ 33,425.60	\$ 42,827.20	2
	3	\$ 37,205.00	\$ 37,205.00	\$ 37,205.00	\$ 37,205.00	1
	4	\$ 41,680.68	\$ 38,974.50	\$ 36,521.77	\$ 48,588.80	15
<b>Clerk II</b>	All	\$ 41,372.78	\$ 43,016.35	\$ 27,207.70	\$ 61,422.40	98
	1	\$ 42,888.02	\$ 43,097.60	\$ 33,592.00	\$ 61,422.40	79
	2	\$ 29,928.68	\$ 31,325.06	\$ 27,207.70	\$ 32,578.00	10
	4	\$ 41,730.23	\$ 40,378.82	\$ 37,356.85	\$ 49,920.00	8
	5	\$ 33,250.00	\$ 33,250.00	\$ 33,250.00	\$ 33,250.00	1

<b>Clerk III</b>	All	\$ 44,780.16	\$ 44,761.60	\$ 30,156.00	\$ 61,422.40	127
	1	\$ 44,731.54	\$ 44,761.60	\$ 30,156.00	\$ 61,422.40	124
	4	\$ 49,858.02	\$ 49,858.02	\$ 46,530.44	\$ 53,185.60	2
	5	\$ 40,652.91	\$ 40,652.91	\$ 40,652.91	\$ 40,652.91	1
<b>Clerk IV</b>	All	\$ 49,568.13	\$ 49,368.80	\$ 44,782.40	\$ 54,204.80	12
	1	\$ 49,568.13	\$ 49,368.80	\$ 44,782.40	\$ 54,204.80	12
<b>Clerk XII</b>	All	\$ 87,620.00	\$ 87,620.00	\$ 87,620.00	\$ 87,620.00	1
	1	\$ 87,620.00	\$ 87,620.00	\$ 87,620.00	\$ 87,620.00	1
<b>Coordinator</b>	All	\$ 67,319.30	\$ 70,054.40	\$ 42,771.81	\$ 79,788.00	41
	1	\$ 67,319.30	\$ 70,054.40	\$ 42,771.81	\$ 79,788.00	41
<b>Court Coordinator</b>	All	\$ 58,513.61	\$ 57,160.40	\$ 37,809.78	\$ 79,788.00	6
	1	\$ 68,474.20	\$ 73,176.00	\$ 47,756.80	\$ 79,788.00	4
	4	\$ 39,375.06	\$ 39,375.06	\$ 39,375.06	\$ 39,375.06	1
	5	\$ 37,809.78	\$ 37,809.78	\$ 37,809.78	\$ 37,809.78	1
<b>Director</b>	All	\$ 94,445.45	\$ 93,059.20	\$ 55,640.00	\$ 140,004.80	37
	1	\$ 94,445.45	\$ 93,059.20	\$ 55,640.00	\$ 140,004.80	37
<b>Manager</b>	All	\$ 65,477.77	\$ 61,857.36	\$ 39,687.00	\$ 148,460.30	79
	1	\$ 66,580.18	\$ 62,607.80	\$ 41,746.00	\$ 148,460.27	74
	3	\$ 50,797.50	\$ 50,797.50	\$ 42,120.00	\$ 59,475.00	2
	4	\$ 48,071.83	\$ 40,683.00	\$ 39,687.00	\$ 63,845.48	3
<b>Specialist</b>	All	\$ 42,033.91	\$ 38,659.17	\$ 33,142.52	\$ 69,804.80	42
	1	\$ 42,137.96	\$ 38,921.53	\$ 33,142.52	\$ 69,804.80	41
	4	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	\$ 37,768.00	1
<b>Supervisor</b>	All	\$ 56,465.12	\$ 55,609.60	\$ 32,548.00	\$ 88,192.00	100
	1	\$ 57,982.17	\$ 57,725.00	\$ 32,548.00	\$ 88,192.00	89
	2	\$ 43,117.84	\$ 42,227.12	\$ 35,217.00	\$ 55,579.20	9
	3	\$ 47,411.00	\$ 47,411.00	\$ 47,411.00	\$ 47,411.00	1
	4	\$ 50,628.00	\$ 50,628.00	\$ 50,628.00	\$ 50,628.00	1

*Appendix Table 22: 2023 Salaries by Title and Strata – Combined Clerk*

	Strata	Mean	Median	Min	Max	N
<b>Admin</b>	All	\$ 36,053.73	\$ 36,053.73	\$ 33,555.91	\$ 38,551.55	2
	5	\$ 36,053.73	\$ 36,053.73	\$ 33,555.91	\$ 38,551.55	2
<b>Chief Deputy Clerk</b>	All	\$ 38,565.32	\$ 36,025.50	\$ 32,097.00	\$ 51,856.00	6
	2	\$ 39,293.79	\$ 37,128.00	\$ 32,097.00	\$ 51,856.00	5
	5	\$ 34,923.00	\$ 34,923.00	\$ 34,923.00	\$ 34,923.00	1
<b>Deputy Clerk</b>	All	\$ 35,753.52	\$ 35,448.14	\$ 20,000.00	\$ 64,357.00	31
	2	\$ 37,040.45	\$ 37,584.29	\$ 20,000.00	\$ 64,357.00	22
	3	\$ 32,972.81	\$ 32,972.81	\$ 30,497.48	\$ 35,448.14	2
	5	\$ 32,503.40	\$ 29,129.10	\$ 27,269.00	\$ 42,534.00	7
<b>Deputy Clerk I</b>	All	\$ 47,443.24	\$ 47,443.24	\$ 41,970.00	\$ 52,916.49	2



	2	\$ 47,443.24	\$ 47,443.24	\$ 41,970.00	\$ 52,916.49	2
<b>Deputy Clerk II</b>	All	\$ 44,708.93	\$ 49,163.40	\$ 35,800.00	\$ 49,163.40	3
	2	\$ 44,708.93	\$ 49,163.40	\$ 35,800.00	\$ 49,163.40	3
<b>Elected Clerk</b>	All	\$ 47,268.82	\$ 46,800.00	\$ 27,000.00	\$ 71,379.00	9
	2	\$ 46,362.33	\$ 41,480.66	\$ 27,000.00	\$ 71,379.00	6
	3	\$ 46,800.00	\$ 46,800.00	\$ 46,800.00	\$ 46,800.00	1
	5	\$ 50,222.70	\$ 50,222.70	\$ 49,007.40	\$ 51,438.00	2
<b>Clerk</b>	All	\$ 52,257.33	\$ 49,802.14	\$ 31,545.07	\$ 113,499.30	20
	2	\$ 52,420.88	\$ 49,534.38	\$ 31,545.07	\$ 113,499.31	18
	5	\$ 50,785.37	\$ 50,785.37	\$ 50,035.54	\$ 51,535.20	2
<b>Investigator</b>	All	\$ 69,193.26	\$ 69,193.26	\$ 69,193.26	\$ 69,193.26	1
	2	\$ 69,193.26	\$ 69,193.26	\$ 69,193.26	\$ 69,193.26	1

## Appendix F: Annotated Bibliography

The scan of the literature is broken into four distinct categories: ideal staffing models outside of the criminal justice system; previous studies of judicial and court effectiveness; previous studies evaluating judicial workload; and previous studies evaluating the workloads of court support personnel.

### Ideal Staffing Models (Non-Criminal Justice)

1. Bassamboo, A., & Zeevi, A. (2009). On a data-driven method for staffing large call centers. *Operations Research*, 57(3), 714–726. <https://doi.org/10.1287/opre.1080.0602>.

This paper considers ideal staffing for a call center that has random calls, different customer classes, and multiple server pools. Because calls arrive randomly over time, it can be difficult to predict the rates of incoming calls. The authors, thus, propose a computationally tractable method to account for the distributional uncertainty to minimize both the sum of personnel costs (i.e., more staff than needed) and costs from expected abandonment from an unanswered call (i.e., fewer staff than needed).

Whereas inadequate staffing of call centers will result in abandonment costs, the inadequate staffing of jails could result in much larger problems — including overcrowding and hostile work conditions. The proposed Erlang-C Formula requires as input only a few system parameters and data for each customer class, making it data-driven. An asymptotic analysis establishes that the prescribed staffing levels achieve near-optimal performance and characterizes the magnitude of the optimality gap. See Chen, et al. (2017) for response.

2. Chen, Y., & Hasenbein, J. J. (2017). Staffing large-scale service systems with distributional uncertainty. *Queueing Systems*, 87(1–2), 55–79. <https://doi.org/10.1007/s11134-017-9526-1>.

Authors are responding to Bassamboo, et al. (2009) regarding the same issue of ideal staffing for a large-scale call center with distributional uncertainty. Their main criticism of Bassamboo, et al. is that the manager must estimate the support of the arrival-rate distribution and the mean. Again, this problem is relevant because the inadequate staffing of jails could result in considerable problems, including overcrowding and hostile work conditions. To address this problem, they argue that the Erlang-C should be replaced with Halfin–Whitt type Scalings to find asymptotically optimal solutions.

3. Lim, G., Lim, A. J., Quinn, B., Carvalho, B., Zakowski, M., & Lynde, G. C. (2023). Obstetric operating room staffing and operating efficiency using queueing theory. *BMC Health Services Research*, 23(1). <https://doi.org/10.1186/s12913-023-10143-0>.

This study uses Queueing Theory Analysis (QTA) to gauge staffing efficiency and identify optimal resources for a birth center operating room using real-world data. QTA involves people arriving in a line, waiting, receiving service, then departing the system. Its main goal in a healthcare setting is to balance both (1) the service efficiency during periods of high

volume (i.e., a surge of emergencies or mass casualties) vs. the service efficiency during times of routine clinical care; and (2) the cost of hiring additional teams to provide care vs. the cost-of-service delays.

QTA has two primary variables of interest: *Mean Arrival Rate* ( $\lambda$  = number of patients per year divided by the number of hours) and *Mean Service Rate* ( $\mu$  = average length of cases in hours per patient/hour). A major advantage of QTA is its ability to deal with the requirement for a variety of on-site or on-call specialists (e.g., specialty surgeons, obstetric anesthesiologists, etc.). Its methods are one way to provide data-driven information regarding staffing requirements. As with medicine, it could be adapted for the courts to create safe, efficient, and cost-effective workflow systems.

4. Napirah, Muh. R., & Sulistiani, A. O. (2015). Analysis of the optimal number of staff needed using workload indicator of staffing needed (WISN) method in laboratory unit of Public Hospital Anutapura Palu. *Public Health of Indonesia*, 1(1). <https://doi.org/10.36685/phi.v1i1.3>.

Using mixed methods, the authors implement Workload Indicator of Staffing Needed (WISN) to calculate the optimal number of staff present based on workload of employees. Variables include: *Available Worktime* (Equal to the time available to employees), *Standard Workload* (Equal to the available worktime divided by the average time used to complete main activities), and *Standard Allowance* (Equal to the spare time used to carry out other activities that are not directly related but still have benefits for employees). This approach has the advantage of identifying and addressing the possibility of burnout.

#### Methods for Judicial and Court Effectiveness

5. Bosio, E. (2023). *A Survey of Judicial Effectiveness: The Last Quarter Century of Empirical Evidence*. Policy Research Working Paper, 10501. Washington, D.C., World Bank Group. <https://documents1.worldbank.org>.

The paper examines four elements of judicial effectiveness as discussed in the literature: independence, access, efficiency, and quality. Regarding judicial reform, the authors argue that judicial reform presents a threat to the status quo. Thus, absent the emergence from conflict or pressure from regional/international groups, reformers would do better to focus on the adoption of procedural rules that increase the effectiveness of the existing judicial system.

6. Ippoliti, R., & Tria, G. (2020). Efficiency of judicial systems: Model definition and output estimation. *Journal of Applied Economics*, 23(1), 385–408. <https://doi.org/10.1080/15140326.2020.1776977>.

Using Italian courts as a model, authors develop Data Envelopment Analysis to estimate technical efficiency and court performance with reference values for policy makers. Doing so allows them to present a comparative analysis, emphasizing the key role of case matters in this production process. Concerning the collected reference values, which might be adopted by policy makers to reform the judicial system, the authors discuss significant differences able to affect the reorganization of courts.

7. Månsson, J., Andersson, C., & Bonander, F. (2022). What lessons can be learned from cost efficiency? the case of Swedish district courts. *European Journal of Law and Economics*, 54(3), 431–451. <https://doi.org/10.1007/s10657-022-09739-4>.

Authors use Farrell/Eichhorn Formula to determine cost efficiency of Swedish district courts. This framework is used to divide the cost efficiency into allocative and technical efficiency. The starting point for the analysis is to define the technology. If courts minimize costs given production, the input requirement set  $T$  can be defined as:  $T = \{(x, y): x \text{ can produce } y\}$ . Cost efficiency can then be defined in relation to the input requirement set.

The study finds substantial cost inefficiency for district courts in Sweden, which is due to allocative inefficiency. On the other hand, the location and staffing of district courts serve other competing policy concerns, such as the proximity of citizens to district courts. The cost-efficiency analysis gives information about the cost of these competing policy concerns.

8. Ostrom, B.J. & Hanson, R. (2010). “Achieving High Performance: A Framework for Courts.” *National Center for State Courts*.

Authors present *High Performance Court Framework*, “hybrid between an educational tool serving to document the elements of high-quality administration and a guide offering step-by-step procedures to use in concrete situations.” The *High-Performance Court Framework* considers four perspectives: (1) the customer perspective; (2) the internal operating perspective; (3) the innovation perspective; and (4) the social value perspective.

Authors provide metrics for the effects of administrative practices. For (1) these are effectiveness and procedural satisfaction. For (2) they are efficiency and productivity. (3) outlines management strategies to introduce practices, and (4) stresses the use of information in communicating the work of the court to stakeholders, policy makers, and the public. Ultimately, the *High-Performance Court Framework* is intended to clarify what court leaders can do to guide their organizations in the direction of high-quality administration.

#### Previous Studies on Judicial Workloads

9. Fritz, A. R. (2012). “The Implications of Developing and implementing a Staff Study in Minnesota Courts.” *Institute for Court Management*, State of Minnesota.

Fritz considers Judicial Workload, defined as the average amount of time to process case types based on various factors that impact the case types, in response to the “Minnesota Court Staff Workload Assessment” (Ostrom, 2010). Whereas the largest courts in Minnesota had the lowest staffing need, this paper argues, staffing needs were different for smaller and medium courts. As a result of the “Minnesota Court Staff Workload Assessment,” however, all courts were staffed as if they were a large court.

This unintended consequence “had a significant impact on: staffing levels in court offices, quality of customer service, quality of data in court files, quality of data in the electronic case management system, business practices, and local initiatives.” This study examines administrators of State Courts, District Courts, County Courts, as well as National

Researchers. She concludes with five recommendations and five conclusions based on this comprehensive analysis.

10. National Center for State Courts (1983). *Task Force on Principles for Assessing the Adequacy of Judicial Resources: Guidelines for a New Process*. National Institute of Justice. Rockville, MD. <https://archive.org/details/assessingneedfor0000task/mode/2up>

This book, published by the National Center for State Courts, is among the first in the U.S. to conduct a comprehensive needs assessment of court judges and judicial resources. The authors suggest that the need for judicial roles be assessed against (1) the measures of demand for service, (2) the statewide benchmarks for assessment, and (3) the use of existing resources. They, furthermore, recommend an independent review of the court's operations and a comparison of weighted and unweighted filings as the most effective method to gauge demand.

11. Ostrom, B.J. & Kleiman, M., & LaFountain, N. (2008). "Measuring Current Judicial Workload in Texas, 2007." *National Center for State Courts*.

The Texas Office of Court Administration (OCA) contracted with the National Center for State Courts (NCSC) to develop a method for measuring judicial officer workload in the Texas district courts. To do so, they implemented a weighted caseload study, which allows for, "a more accurate assessment can be made of the amount of judicial officer time required to handle court business." The goals of this study were to (1) Understand the complex nature of district courts and how they're handled by judicial officers; (2) Develop a clear measure of judicial workload in Texas; and (3) Establish a transparent formula for OCA to use in assessing the appropriate levels of judicial resources necessary to handle cases in the district courts effectively.

NCSC staff first conducted a statewide time study to measure the amount of time judicial officers of Texas District Courts spent on various activities, including case-related and non-case-related activities. Following data collection, NCSC staff constructed case weights for each of the 12 case types by tallying all judicial officer time recorded for each case type and dividing by a three-year average of the number of cases filed for each case type over the course of the study. The end result represents the average amount of time spent by judicial officers in Texas.

Next, the authors specified the number of minutes judges have available for case-related work during a typical work year. The preliminary case weights were then used to translate the caseload data into judicial workload:  $Workload = Filings \times Case\ Weights$ . Finally, the year values were used to calculate the requisite judicial resources.  $Implied\ Judicial\ Officer\ Need = Workload\ divided\ by\ Judicial\ Officer\ Year\ Value$ .

12. Ostrom, B.J. & Kleiman, M. (2010). "Minnesota Judicial Workload Assessment." *National Center for State Courts*.

The Minnesota State Court Administrator's Office (SCAO) contracted with the National Center for State Courts (NCSC) to conduct a comprehensive needs assessment of judicial workload, with three primary goals: (1) Develop a clear measure of judicial workload in

Minnesota judicial districts; (2) Evaluate the current allocation of judicial resources; and (3) Establish a transparent formula for SCAO to use in assessing the appropriate levels of judicial resources necessary to effectively resolve cases statewide.

NCSC staff conducted a statewide time study to measure the amount of time Minnesota judicial officers spent on each case category, as well as non-case-related events, using counts of filings by case category and district provided by SCAO. Following data collection, the project team used the time study results and caseload data to calculate the average number of minutes currently spent resolving cases within each case category (preliminary case weights). Next, they specified the number of minutes judges have available for case-related work during a typical work year (the judge year value). The preliminary case weights were then used to translate the caseload data into judicial workload. Finally, the year values were used to calculate the requisite judicial resources. See Fritz (2012) for response.

13. Tallarico, S., Ostrom, B.J., Douglas, J., & Rother, S. (2023). "Measuring Current Judicial Workload in Texas." *National Center for State Courts*.

This study is a follow-up from the National Center for State Courts (NCSC) for the Texas Office of Court Administration (OCA) to update the Texas weighted caseload system for an increased number of case types in the District Courts. NCSC staff began with a web-based, statewide collection of data on the time spent by judicial officers of Texas District Courts. During this period of the study, judicial officers were asked to track and record the time they spent handling cases — by both case type and case-related event, and regardless of whether the work was engaged in during normal business hours.

Following data collection, NCSC staff constructed case weights for each of the 30 case types for which statewide filing counts exist by tallying all judicial officer time recorded for each case type and dividing by a four-year average of the number of cases filed for each case type over the course of the study. (Filings from 2020 were excluded due to COVID-19.) The end result represents the average amount of time spent by judicial officers in Texas.

Next, they specified the number of minutes judges have available for case-related work during a typical work year. The preliminary case weights were then used to translate the caseload data into judicial workload:  $Workload = Filings \times Case\ Weights$ . Finally, the year values were used to calculate the requisite judicial resources.  $Implied\ Judicial\ Officer\ Need = Workload\ divided\ by\ Judicial\ Officer\ Year\ Value$ . Consistent with the previous study, two separate judicial officer day values were recommended by the NCSC and adopted.

14. Voigt, S. (2016). Determinants of Judicial Efficiency: A survey. *European Journal of Law and Economics*, 42(2), 183–208. <https://doi.org/10.1007/s10657-016-9531-6>.

This paper provides comprehensive survey on literature and evidence concerning judicial efficacy, output of judges, and court delay around the world — including the U.S., Europe, India, China, and South America. Several interesting findings come from the analysis. Increasing the number of judges, for example, does not necessarily reduce court delays. They also found the emphasis on technical efficiency at the expense of allocative efficiency to be a "serious shortcoming of the literature." C.f. Månsson, et al. for response.

### Previous Studies on Court Support Workloads

15. Flango, V.E., Ostrom, B.J., Green, H., Flango, C.R., & Petrakis, P. (1996). "Assessing the Need for Judges and Court Support Staff." *National Center for State Courts*.

This book is written in response to *Task Force on Principles for Assessing the Adequacy of Judicial Resources* (1983), which was also published by the National Center for State Courts, following the tightening of budgets for state courts. The authors conduct a comprehensive needs assessment of court judges and their support staff. They examine various methods for measuring and evaluating objectively how many judges and court support staff are needed to process the work effectively and efficiently. Authors provide 12 guidelines for assessment before considering methodological approaches. At least one of the authors (Ostrom) would go on to become instrumental in both the 2010 "Minnesota Judicial Workload Assessment" and the 2023 "Measuring Current Judicial Workload in Texas."

16. Gaskin, F. (2005). "An Analysis of Current Staffing in the Circuit Court Clerks' Offices in Maryland." *Institute for Court Management*, State of Maryland.

This paper was written for the Institute for Court Management from the Administrative Office of the Courts (AOC) in Maryland. While Maryland had created a formal methodology of weighted caseload for determining judicial need of criminal courts, no such methodology was in place for court support staff of the Circuit courts. The study, consequently, provides an analysis of current staffing in those offices to determine a "standard methodology for determining the need for additional staff."

Gaskin, unfortunately, concludes that "determining the need for court support staff in the circuit court clerks' offices absent a standard methodology is extremely difficult, if not impossible." There are four main issues:

- (1) Fluctuations in court cases and backlogs are not fully indicative of staffing needs;
- (2) Existing process for determining the need of new staff by legislature cannot account for the variations in either the complexity of cases or the specialized skills required;
- (3) Staff may not be equitably allocated from court to court. Thus, it is difficult to determine whether a court needs additional staff or more effective utilization of existing staff;
- (4) Circuit Court Clerks' Offices are affected by leadership style and environmental variables. Whereas dictatorial environments lead to a greater turnover rate, jurisdictions where management fosters a team environment have staff with increased morale, less turnover, and a greater sense of loyalty during fluctuations in workload.

She consequently concludes that any quantitative methodology must be able to account for variations and be tempered by consideration for those qualitative factors that cannot be quantified, such as the impact of having a staff comprising generalists versus specialists, as well as leadership style.

# Appendix G: Main Functions and Tasks List

## Court Support Personnel Job Functions and Tasks List

- Manage court operations, including consulting with the judge, working with other court staff, and coordinating the transfer of inmates
  - Interact with the court's case management system as needed to document case progress to resolution
  - Maintain court files and records of cases on the court's docket
- Assist the judge with court proceedings
  - Assist in the calling of the docket and flow of the day's proceedings
- Assist in the development of court guidelines, procedures, and standards
  - Provide administrative support in the development of standard operating procedures for the court based on statute and guidelines
- Coordinate the request for juries for the court with the District Clerk
  - Communicate with the District Clerk's office when jury pools will be needed for the court
  - Communicate with the District Clerk's office when cases are resolved, and juries are no longer needed for
- Manage the court calendar/docket
  - Develop the court's daily docket and communicate the docket to other parties, such as the court reporter and bailiff
- Preparing periodic reports as requested by the judge, the courts, and other departments
  - Provide administrative support for any reports to be generated on behalf of the judge or court
- Administrative support to the Judge
  - Provide general administrative support to the court and judge, such as answer the phone or emails to the general accounts
  - May include processing vouchers for attorneys fees
  - May include scheduling interpreters for proceedings
- Assist with activities supporting probate and guardianship cases
  - Prepare court files for review in probate and guardianship cases
  - Review documents submitted for annual review ahead of case setting
  - Contact parties to the case for any additional documentation needed



## County and District Clerk Job Functions and Tasks List

- Records management
  - Scanning and compiling records, including court documents, deeds, liens and vital records
  - Maintaining records according to the State Library Retention Guidelines
  - Indexing, securing and maintaining the records of the courts in your jurisdiction
  - May also include maintaining a record of livestock brands and identification methods
  - Ensuring public access to records
- Financial office/financial collections
  - Collect court costs, fines, and filing fees
  - Maintain payment agreement schedules
  - Custodian of county funds (responsible for keeping detailed accounts and receipts)
  - Manage funds held in litigation and money awarded to minors
  - May also update child support information and administer child support payments
- Licensing (marriage, birth certificates, etc.)
  - Issuance of marriage licenses, verification of eligibility, and records marriage certificates
  - Records birth and death certificates
- Court case management
  - Create the court file and assign the case to specific courts
  - Add defendants/respondents to cases as needed
  - Service of parties to the case as needed
- Process case filings (e-filings, etc.)
  - Document issuance (including documents needed for legal action such as writs of garnishment and citations) from e-filing system
  - Process any paper filings from pro se litigants that are filed in person
- Record acts of proceedings in court
  - Attend court proceedings and record the actions taken
  - Prepare any documents/orders for the courts file
  - Perform data entry in the case management system/file as needed upon the resolution of the case
- Elections management
  - Voter registration, candidate filings, ballot preparation, etc.
- Jury administration
  - Coordinate the selection of jury panels, including the summons, and payment for juries
  - May also include the swearing in of jurors and being present for early stages of voir dire
- Process passport applications
  - Receive and process passport applications for county residents or other applicants
- Administrative support for county commissioners court
  - Compile the agenda for the County Commissioners Court and/or Juvenile Board
  - Responsible for recording the meeting minutes and distributing/posting the minutes

- Complete reporting to the office of court administration and other agencies
  - Compile and submit required reports to OCA according to reporting deadlines and statutory requirements
  - Complete CJIS reporting upon conviction
- Preparing appeals
  - Prepare court files for appeals based on statutory requirements
  - Includes creating copies and indexing the files according to statute
  - May require delivering the files to the appropriate entity
- General customer service
  - Answer phones and greet customers as they enter the office
  - Provide direction to the general public on the appropriate office/action to take for their need
- Human resources and training
  - Hiring of new employees, which may include reviewing job postings, applications and interviews
  - Employee training, both required and ongoing professional development
  - Interoffice meetings
  - Employee evaluations and discipline, as necessary