



TEXAS INDIGENT DEFENSE COMMISSION

# Improvement Grant Training

*FY 2025 Application Cycle*

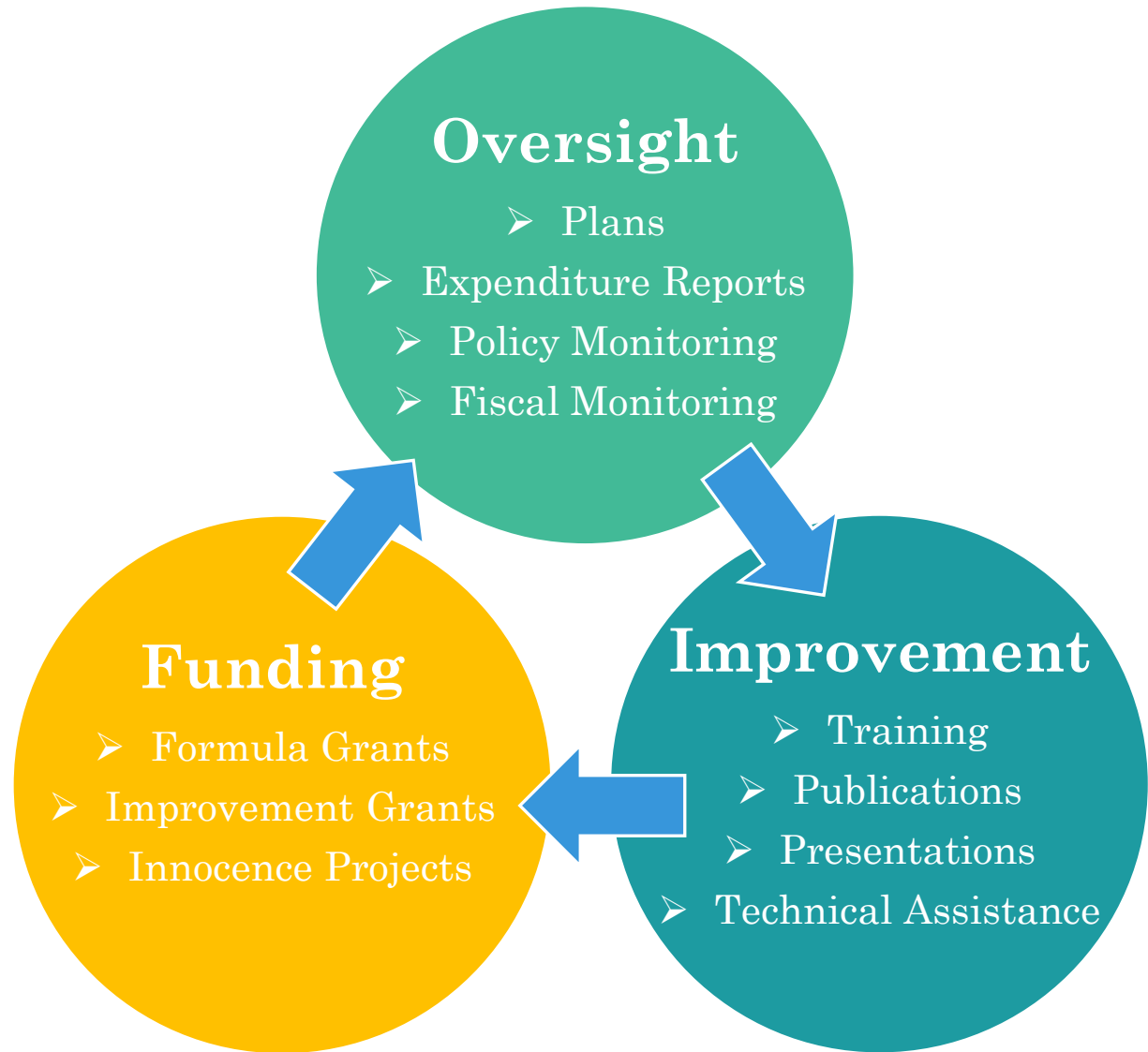
February 23, 2024

Please stand by,  
the presentation will begin shortly.



# Our Mission:

Protecting the  
right to  
counsel,  
improving  
public defense



# TIDC Grants Team

Who we are



**Edwin Colfax**  
Director of Grant Funding  
[ecolfax@tidc.texas.gov](mailto:ecolfax@tidc.texas.gov)  
512-463-2508



**Doriana Torres**  
Grants Coordinator  
[dtorres@tidc.texas.gov](mailto:dtorres@tidc.texas.gov)  
512-463-8015



**Eric Schneider**  
Grants Coordinator  
[eschneider@tidc.texas.gov](mailto:eschneider@tidc.texas.gov)  
737-279-9324

# How we can help

## TIDC Grants Team

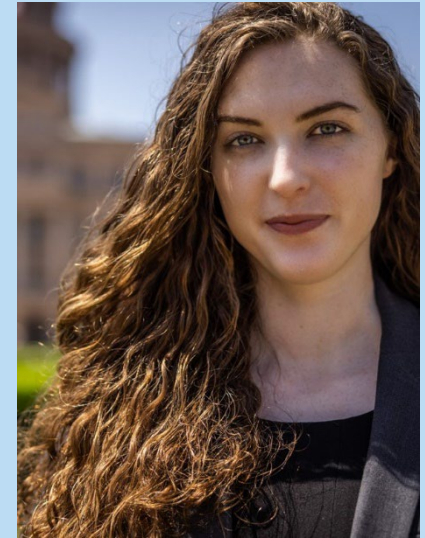
- Determining whether an idea is eligible
- Advice and support with the application process and budget development
- Review and feedback on draft applications
- Award logistics, reporting, & modifications

# TIDC Improvement Team

Who we are



**William R. "Bill" Cox**  
Director of Public Defense  
Improvement  
[wcox@tidc.texas.gov](mailto:wcox@tidc.texas.gov)  
512-936-6994



**Kristin Meeks**  
Policy Analyst  
[kmeeks@tidc.texas.gov](mailto:kmeeks@tidc.texas.gov)  
512-936-6994

How we can  
help

TIDC's Improvement Team can help with:

- Planning Studies for PDs and MACs
- Implementation Assistance
- Education and Training
- Mentoring Program
- Publications

# Overview

- **TIDC Grant Types**
- **Examples of Eligible Improvement Programs**
- **How to Apply**
- **Q&A**

# Grant Types

## Formula Grants

- Based on combination of population and indigent defense spending
- Almost all counties receive them
- Reimburse a small fraction of indigent defense costs

## Improvement Grants

- Program-Specific Funding
- Transforms the system to improve indigent defense

# FY2025 Improvement Grant Application Now Open

## FY2025 Improvement Grant Request for Applications

- TIDC's annual funding opportunity
- New programs that improve criminal and/or juvenile defense representation
- Programs beginning October 2024
- Requires county matching funds



# FY 2025 Improvement Grant Request for Applications (RFA)

Available on TIDC Website:

<https://www.tidc.texas.gov/media/ddfhm4ho/fy2025-improvement-grant-rfa.pdf>

**Essential  
Reading!**



FY2025

## Indigent Defense Improvement Grant Request for Applications (RFA)

### Section I: Overview

The Texas Indigent Defense Commission (TIDC) provides financial and technical support to counties to develop and sustain quality, cost-effective indigent defense systems. TIDC's Improvement Grant Program provides program-specific funding awarded on a competitive basis. The Commission may provide Improvement Grants for any program that improves indigent defense services in criminal and juvenile delinquency cases.

**Period for Funding and Program Operation:** October 1, 2024, to September 30, 2025.

**Application Due Date for Priority Consideration:** May 10, 2024.

Applications must be submitted online through TIDC's [Grant and Plan Management Website \(http://tidc.tamu.edu\)](http://tidc.tamu.edu). Applications submitted after the due date may be considered if funds remain available after award decisions on applications meeting the priority deadline.

#### Optional Intent to Submit Application (ISA)

Applicants that have not been actively working with TIDC on their grant application are strongly encouraged to submit a brief Intent to Submit Application (ISA) online form prior to developing a new grant application. The ISA provides an opportunity for TIDC to provide initial feedback on whether the proposed program is within the scope of the grant program. Although ISAs are optional, counties should submit them by April 1, 2024, to provide sufficient opportunity to incorporate TIDC feedback if developing a full application. Contact the TIDC Grant Team at [Grants@tidc.texas.gov](mailto:Grants@tidc.texas.gov) to initiate an ISA.

#### Improvement Grant Categories:

##### Multi-Year Improvement Grants

- Funding for programs providing indigent defense representation, including public defender offices, managed assigned counsel programs, and indigent defense coordinator programs.
- Provides funding over four years.
- Typically reimburses up to 80% of total approved project costs for the first year; 60% for the second year; 40% for the third year; and 20% for the fourth year.
- Awards for multi-year grants are made each fiscal year, with funding of eligible expenses provided on a reimbursement basis. Grantees will be required to submit a brief continuing grant application form for continued funding each grant year.
- Minimum of \$50,000 per application.
- Require a cash match as described above.

# Improvement Grant Program



Competitive application  
process



Grant payments made on a  
reimbursement basis

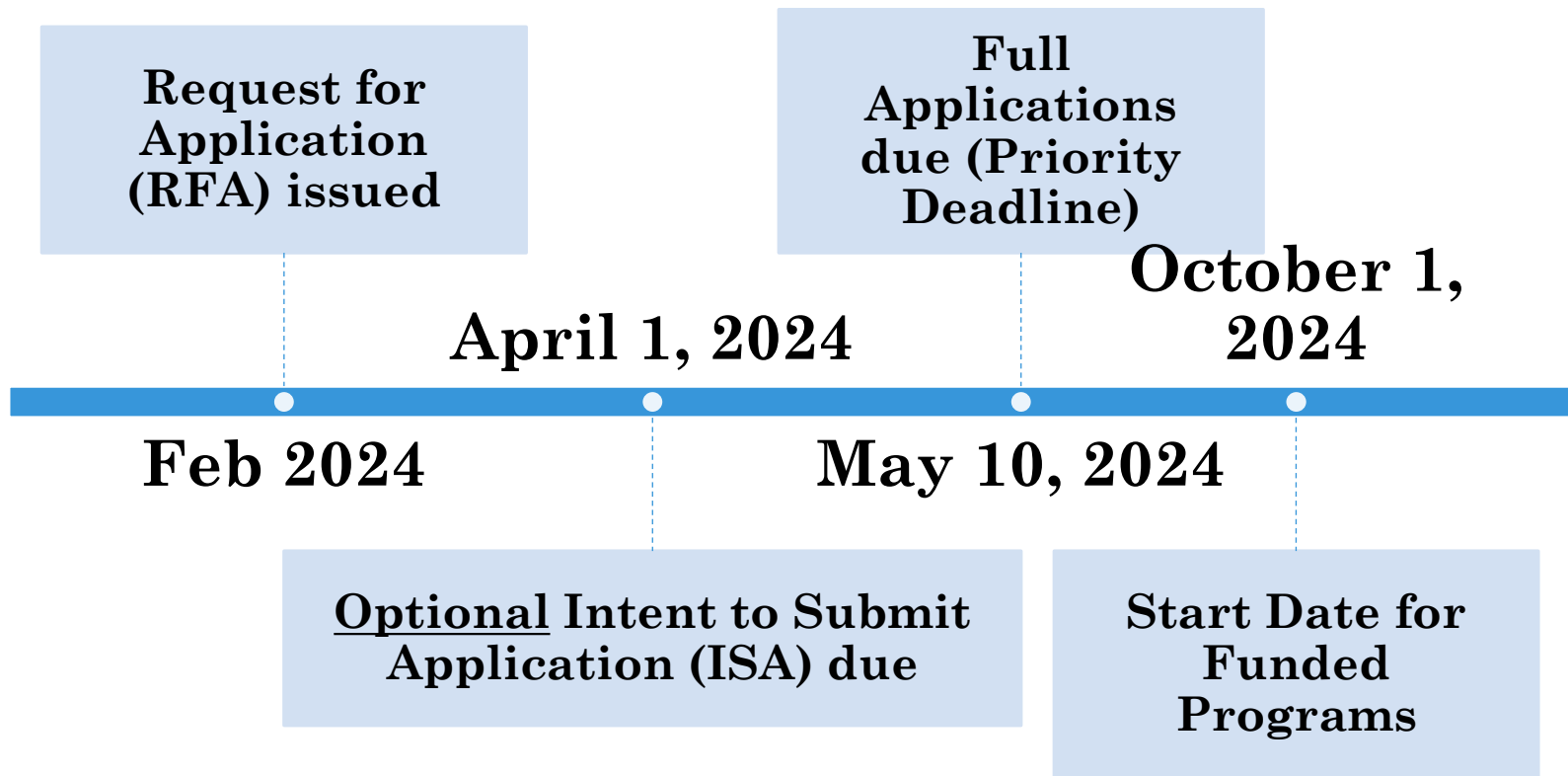


Normally require county  
matching funds



Develop new programs or  
processes to improve  
indigent defense services

# FY2025 Improvement Grant Timeline



# FY2025 Improvement Grant RFA

# Multi-Year Grant Program



Direct Client Services (public defenders and MACs) and Indigent Defense Coordinators



County match requirement



4-Years of Funding  
Step-down Reimbursement  
80% - 60% - 40% - 20%



Grantees committed to continue program after grant period

# FY2025 Improvement Grant RFA

## Rural Regional Public Defender Sustainability Grants



Regional public  
defender programs  
covering 3+ counties



Counties with  
populations under  
100k



Reimburses 80% in  
first year, then 2/3

# FY2025 Improvement Grant RFA

# Single Year Grant Program



New indigent defense process improvements that may include technology.



Minimum request \$5,000.  
(Routine tech upgrades or replacements not eligible)



Requires county matching funds.  
See RFA for details.

# FY2025 Improvement Grant RFA

## Technical Support Grants



Special projects:  
research, program  
assessments, or pilots



Build the indigent  
defense knowledge base,  
test processes that can  
be applied widely



Must produce project  
paper with results,  
lessons learned

# FY2025 Improvement Grant RFA

## Other Grants



Extraordinary disbursement grants help with unusual spikes in costs causing a hardship



Compliance Assistance Grants are initiated by TIDC to address monitoring findings



These follow separate application processes. Contact TIDC to initiate an application.



# Examples of Eligible Improvement Programs

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## Multi-Year Improvement Grant Program Examples

Public Defender Programs (local and regional)

Managed Assigned Counsel Programs

Programs for Defendants with Mental Illness

Indigent Defense Coordinators

Criminal/Immigration Consulting Attorneys (*“Padilla attorneys”* focused on immigration-related collateral consequences)

# Managed Defender Offices



**Public Defender:** Full-time employees (attorneys and support staff) provide representation.



**Managed Assigned Counsel:** Private attorneys are appointed, supported, and paid by a defense management organization.

# Benefits of Public Defenders

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Staff attorneys provide defense representation as a cohesive department

---

Provide greater transparency, oversight, accountability and quality control

---

Regularly staff court dockets and reduce delays due to attorney schedule conflicts

---

Provide support services such as staff investigators, caseworkers, administrative support, training

---

Supervision and professional development

---

Can be a county department (like prosecutor) or contract with a non-profit organization (such as Texas Rio Grande Legal Aid)

---

Can be regional program serving multiple counties

# Public Defender Offices



PUBLIC  
DEFENDER  
**PRIMER**

*Explore Texas public defender offices  
and build your own.*



# Benefits of Managed Defender Offices

- Independence
- Oversight
- Efficiency
- Reliability
- Compliance
- Training
  
- In short:
  - Better management
  - Better representation
  - Better outcomes

# Primer on Managed Assigned Counsel Programs

## Managed Assigned Counsel Programs



September 2017

# Mental Health Defender Program Grants

- **Specialized representation for defendants with mental illness**
- **New or expanded programs**



# Mental Health Defender Programs

Public Defender or MAC, single county or regional.

Specialized lawyers coordinate with social workers to represent defendants with mental illness.

Programs help stabilize defendants, link with treatment & resources

Cost savings through jail diversion, reduced recidivism

## Texas Mental Health Defender Programs

# Specialized Mental Health Defender Programs



October 2018

# Regional Programs

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Smaller counties may not have enough cases to justify a dedicated program on their own.

---

Counties can collaborate on regional programs.

---

A “lead” county applies for a grant on behalf of group.

---

Structured through inter-local agreements.

---

Participating counties pay the lead county for their share of program cost.

# Rural Regional Public Defender Programs



Counties under 100k may be eligible for 2/3 sustainability funding.



Three or more counties.



Contact TIDC to explore regional options.

# Indigent Defense Coordinators



**Improve appointment process and compliance with the Fair Defense Act**



**Dedicated individual appoints based on the wheel (delegated authority)**



**Review vouchers for consistency with fee schedule**



**Track attorney/client contact**



**Tracks attorney CLE**



**Tracks and reports on complaints**

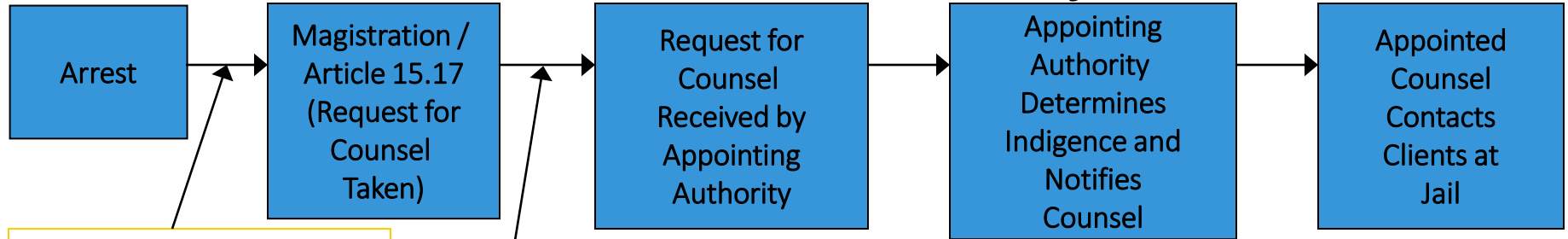
# Appointment of Counsel Timelines & Challenges

48 hours

24 hours

1 or 3 workdays

1 workday



## Issue 1:

No date/time of arrest recorded, so time to magistration not determinable

## Issue 2:

No timely transfer of request

## Issue 3:

Denials of indigence are often not documented, so timely determination may not be determinable

## Issue 4:

Pre-case filing events not centrally tracked, so timely processing not determinable

## Issue 5:

When requests for counsel are not filed with clerk the judge may accept a waiver of counsel that is invalid because request was not ruled upon

**Single-Year  
Improvement  
Grant  
Program  
Examples**

Technology programs for indigent defense process management

Other one-time indigent defense improvement projects

# Conference of Urban Counties

- **Indigent Defense Management Software**
- **Cloud-Based**
- **Streamlines appointment & payment processes**

# TechShare Program

- **Tracks compliance with Fair Defense Act**
- **Enhances transparency**





# TechShare Indigent Defense Program

## Conference of Urban Counties



Eligibility Screening – Financial info analyzed & recommendation issued on eligibility



Automates appointment of the next qualified attorney based on charged offense.



Electronic fee vouchers routed to judges for review and approval, sent electronically to auditor for payment



Streamlines preparation the Indigent Defense Expenditure Report (IDER)

# Ideas for Exploring New Grant Projects

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# Getting Started

# Dialogue with Stakeholders

District and County Court Judges

Constitutional County Court Judges and Commissioners

JPs and Magistrate Judges

Sheriffs

Auditors

Defense Bar

Local Mental Health Authority

Community Leaders/Advocates

Getting  
Started

Exploring  
Improvement  
Opportunities

---

Is the quality of representation monitored?  
Is there oversight and accountability?

---

Is data used to evaluate our system and compliance with the Fair Defense Act?

---

Are jail costs too high because of indigent defense-related delays and unnecessary incarceration?

**Getting  
Started**

**Exploring  
Improvement  
Opportunities**

---

Are mentally ill defendants repeatedly cycling through the system?

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Are defendants getting prompt access to counsel?

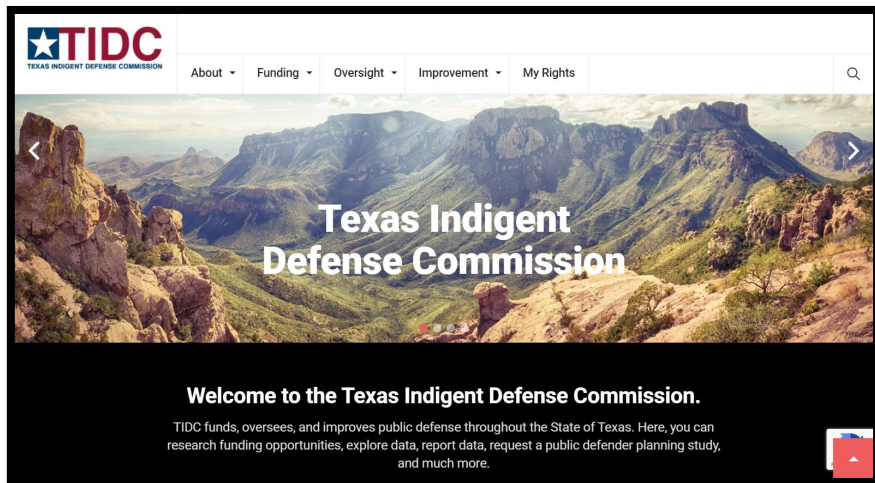
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Are there delays moving the docket related to defense counsel availability?

# How to Apply

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# TIDC Online



The screenshot shows the homepage of the Texas Indigent Defense Commission (TIDC). At the top left is the TIDC logo, which includes a star and the text "TIDC TEXAS INDIGENT DEFENSE COMMISSION". To the right of the logo is a navigation menu with the following items: "About", "Funding", "Oversight", "Improvement", and "My Rights". A search icon is located to the right of the menu. Below the navigation is a large banner image of a Texas landscape with the text "Texas Indigent Defense Commission" overlaid. At the bottom of the banner, there is a "Welcome to the Texas Indigent Defense Commission." section with a brief description of the commission's mission.

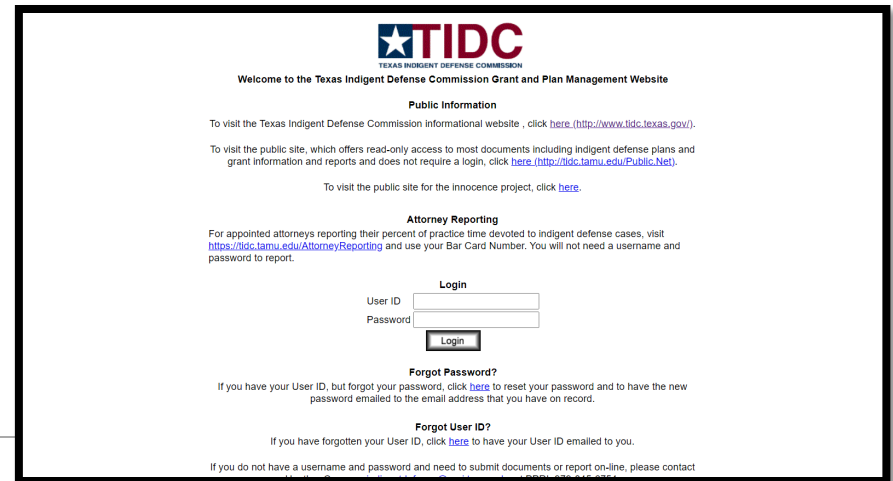
**TIDC**  
TEXAS INDIGENT DEFENSE COMMISSION

About Funding Oversight Improvement My Rights

**Texas Indigent Defense Commission**

**Welcome to the Texas Indigent Defense Commission.**  
TIDC funds, oversees, and improves public defense throughout the State of Texas. Here, you can research funding opportunities, explore data, report data, request a public defender planning study, and much more.

<http://tidc.texas.gov>



The screenshot shows the login page of the TIDC website. At the top is the TIDC logo. Below the logo is the heading "Welcome to the Texas Indigent Defense Commission Grant and Plan Management Website". The page is divided into three main sections: "Public Information", "Attorney Reporting", and "Login". The "Login" section contains a form with fields for "User ID" and "Password", and a "Login" button. Below the login form are links for "Forgot Password?" and "Forgot User ID?".

**TIDC**  
TEXAS INDIGENT DEFENSE COMMISSION

**Welcome to the Texas Indigent Defense Commission Grant and Plan Management Website**

**Public Information**  
To visit the Texas Indigent Defense Commission informational website, click [here](http://www.tidc.texas.gov/) (<http://www.tidc.texas.gov/>).  
To visit the public site, which offers read-only access to most documents including indigent defense plans and grant information and reports and does not require a login, click [here](http://tidc.tamu.edu/PublicNet) (<http://tidc.tamu.edu/PublicNet>).  
To visit the public site for the innocence project, click [here](#).

**Attorney Reporting**  
For appointed attorneys reporting their percent of practice time devoted to indigent defense cases, visit <https://tidc.tamu.edu/AttorneyReporting> and use your Bar Card Number. You will not need a username and password to report.

**Login**  
User ID   
Password

**Forgot Password?**  
If you have your User ID, but forgot your password, click [here](#) to reset your password and to have the new password emailed to the email address that you have on record.

**Forgot User ID?**  
If you have forgotten your User ID, click [here](#) to have your User ID emailed to you.

If you do not have a username and password and need to submit documents or report on-line, please contact [support@tidc.texas.gov](#).

<http://tidc.tamu.edu>

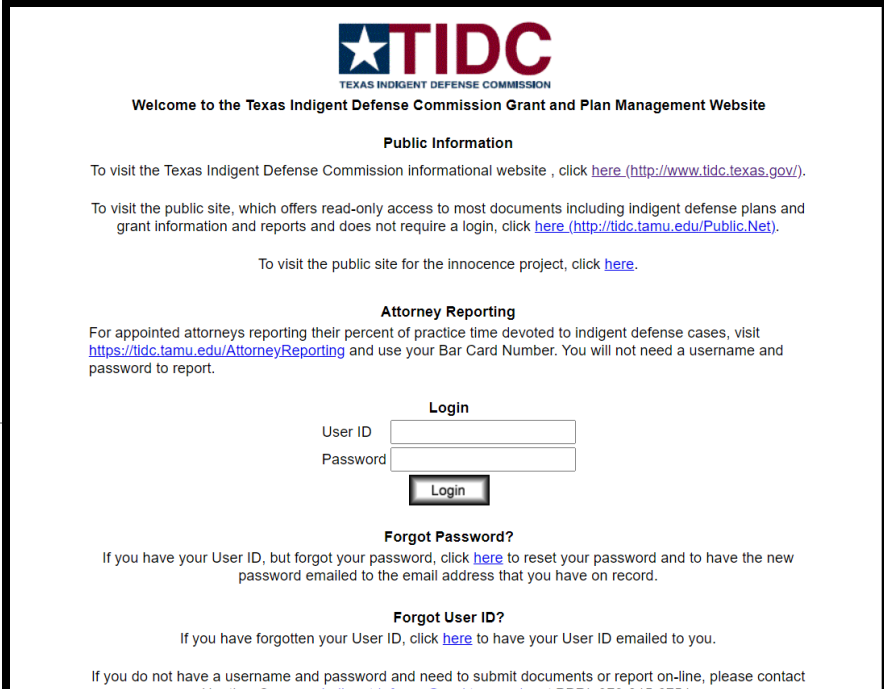
# Online Grant Applications

<http://tidc.tamu.edu>

Contact Judith Beverly for  
password/log-in assistance:

[indigentdefense@ppri.tamu.edu](mailto:indigentdefense@ppri.tamu.edu)

Phone: 979-845-6754



**TIDC**  
TEXAS INDIGENT DEFENSE COMMISSION

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Password

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**Forgot User ID?**

If you have forgotten your User ID, click [here](#) to have your User ID emailed to you.

If you do not have a username and password and need to submit documents or report on-line, please contact



**Optional  
Intent to  
Submit  
Application**

**For counties  
not actively  
working  
with TIDC**

---

Problem statement (Why is program needed?)

---

Objectives (What are the goals?)

---

Activities (What will you do to accomplish these goals?)

---

Evaluation (How will you measure success?)

---

General cost estimate

---

Deadline April 1, 2024

# Full Grant Application



Work with TIDC



Solicit review and input from stakeholders



Secure written support from courts, commissioners, or other involved parties



Upload Commissioners Court resolution and supporting documents to application

# Application Sections

## Problem Statement

---

Use data to support

---

If county does not collect data, explain how the grant will help provide data

---

What drew attention to this issue?

---

Why does this matter?

## Application Sections

## Objectives

- Develop **SMART** Goals
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Time-based

# Application Sections

## Activities

## Two Parts

- **Implementation – Steps to start program**
- **Operation- Core activities of the program**

**Provide details to help reviewers understand how activities meet objectives**

**Be clear for outsiders – no jargon or undefined acronyms**

# Application Sections

## Evaluation



### Think Ahead



What data will demonstrate that your activities achieved the program objectives?



How will that data be collected?



Tie back directly to “SMART” objectives



Qualitative and quantitative elements

# Application Sections

## Budget

- **Budget narrative should provide detail and explanation for all proposed costs.**
  
- **“Show the math” – Provide attachment with detailed basis of cost.**

# Tips

## Review

- Carefully review the RFA and contact TIDC with any questions

## Consult

- Identify and discuss with all stakeholders

## Complete

- Complete ALL sections of the application

## Support

- Commissioners Court Resolution and documentation of judicial support required with application

## Call

- Call TIDC if you need help!



CHANGE COUNTY/GRANTEE:

Anderson County

SELECT YEAR:

2025

- Formula Grant
- Improvement Grant
  - START NEW 2025 IG APPLICATION
  - 2025 INTENT TO SUBMIT APP
  - STATUS REPORT<sup>M</sup>
  - ISA STATUS REPORT<sup>M</sup>
  - REPORTING STATUS
  - REVIEW REPORT
  - PROGRESS REPORT DOCUMENTS
  - GRANT PAYMENTS
  - PROG. RPT. ANNUAL SUMMARY<sup>M</sup>
  - ISA DUMP<sup>M</sup>
  - PROG. RPT. Q & R<sup>M</sup>
  - PROG. RPT. Q & R DUMP<sup>A</sup>
  - PROGRESS REPORT ITEMS (NEW)<sup>A</sup>
  - ASSIGN PROG RPT QUESTIONS<sup>A</sup>
  - DISPLAY QUESTIONS FOR GROUP<sup>A</sup>
  - MANAGE GRANT<sup>M</sup>
  - ADVANCE IG APPLICATION<sup>A</sup>
  - APPLICATION REVIEW
  - APPLICATION REVIEW SUMMARY
- ID Expenditure Report
- ID Plan
- CPS
- Attorney Reporting
- Regional Participation
- Direct Client Services Programs
- Administrative
- Login Log
- Contact Database
- Complaints
- Training
- Site Visits and Monitoring
- Archives
- My Profile
- Contact Us
- Innocence Project<sup>A</sup>

Welcome Doriana Torres. Your last login was at 2/21/2024 10:15:05 AM

The email address that we have on file for you is "[DTorres@tidc.texas.gov](mailto:DTorres@tidc.texas.gov)". If this is incorrect, please update it in your profile. This is important in case you forget your password or if we need to contact you.

**We have implemented a new menu system. To reduce the length of the menu, the sub items are hidden until the + by the category is clicked.**

This website is an online system for collecting and viewing Indigent Defense Plans for all Texas counties and for administrative functions related to the application for, review of, and reporting on Indigent Defense Grants.

**Update My Contact Information** - Use this link to update your address, email, or phone numbers whenever there are changes.

#### Contact Information for Anderson County

##### Constitutional County Judge

Carey G. McKinney  
500 N. Church Street  
Palestine, TX 75801

phone: 903-723-7406  
fax: 903-723-7494  
email: [cgmckinney@co.anderson.tx.us](mailto:cgmckinney@co.anderson.tx.us)



Change

##### Local Administrative District Judge

Charles M Davis  
500 N. CHURCH STREET, ROOM  
30  
PALESTINE, TX 75801

phone: 903-723-7414  
fax:  
email: [MDAVIS@CO.ANDERSON.TX.US](mailto:MDAVIS@CO.ANDERSON.TX.US)



Change

*Other Counties: Leon (LADJ)*

##### Local Administrative Statutory County Court Judge (or County Judge if there is no statutory court within the county)

Jeff Doran  
500 N. Church St.  
Palestine, TX 75801

phone: 903-723-7469  
fax: 903-723-7803  
email: [jdoran@co.anderson.tx.us](mailto:jdoran@co.anderson.tx.us)



Change

##### Chairman of the Juvenile Board

Jeff Doran  
500 N. Church St.  
Palestine, TX 75801

phone: 903-723-7469  
fax: 903-723-7803  
email: [jdoran@co.anderson.tx.us](mailto:jdoran@co.anderson.tx.us)



Change

##### County Administrative Contact(s)

*No County Administrative Contact on Record*

*County Administrative Contacts are editable only by administrative users [Add](#)*

##### Auditor

Megan Lambright  
703 N. Mallard Street, Suite 110  
Palestine, TX 75801

phone: 903723-7427  
fax:  
email: [mlambright@co.anderson.tx.us](mailto:mlambright@co.anderson.tx.us)



Change

Authorized Official

## Grant Officials

The Program Director must be an officer or employee responsible for the program operation or monitoring and who will serve as the point-of-contact regarding the program's day-to-day operations. The Authorized Official must be authorized to apply for, accept, decline, modify, or cancel the grant for the applicant county. A county judge or a designee authorized by the governing body in its resolution may serve as the authorized official. The program director and the authorized official may be the same person. The financial officer may not serve as the program director or the authorized official. *Texas Government Code §173.301(a)*

### Program Director

Rob Kelly  
700 Main Street  
Kerrville, TX 78028

phone: 830-792-2211  
Fax: 830-792-2218  
email: [cojudge@co.kerr.tx.us](mailto:cojudge@co.kerr.tx.us)

Change

### Authorized Official

Rob Kelly  
700 Main Street  
Kerrville, TX 78028

phone: 830-792-2211  
Fax: 830-792-2218  
email: [cojudge@co.kerr.tx.us](mailto:cojudge@co.kerr.tx.us)

Change

[Resolution / Internet Submission Form](#): Click on link to open new window with Sample resolution. This may be printed or copied (Ctrl+A, Ctrl+C) and pasted (Ctrl+V) into Word Processing software for editing. [Word Version](#)

Printable [Indigent Defense Improvement Grant Program Cooperation Agreement](#)

### Application Narrative

[View Instructions](#)

[Introduction \(Executive Summary\)](#)

[Problem Statement](#)

[Objectives](#)

[Activities](#)

[Evaluation](#)

[Future Funding](#)

[Budget Narrative and Budget Form](#)

# Commissioners Court Resolution

## Sample Resolution/Internet Submission Form Indigent Defense Discretionary Grant Program

MUST BE PRINTED FROM ONLINE SYSTEM

WHEREAS, under the provisions of the Texas Government Code § 79.037 and Title 1 of the Texas Administrative Code Chapter 173, counties are eligible to receive grants from the Texas Indigent Defense Commission to provide improvements in indigent defense services in the county; and

WHEREAS, the commissioners court authorizes this grant program and application to assist the county in the implementation and the improvement of the indigent criminal defense services in this county; and

WHEREAS, \_\_\_\_\_ County Commissioners Court has agreed that in the event of loss or misuse of the funds, \_\_\_\_\_ County Commissioners assures that the funds will be returned in full to the Texas Indigent Defense Commission.

NOW THEREFORE, BE IT RESOLVED and ordered that the OFFICIAL DESIGNATED BY THE COMMISSIONERS' COURT of this county is designated as the Authorized Official to apply for, accept, decline, modify, or cancel the grant application for the Indigent Defense Discretionary Grant Program and all other necessary documents to accept said grant; and

BE IT FURTHER RESOLVED that the OFFICIAL DESIGNATED BY THE COMMISSIONERS' COURT is designated as the Program Director for this grant and the County Auditor or County Treasurer if the county does not have an auditor (per TAC § 173.301(a)) is designated as the Financial Officer for this grant.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

This is a **Sample**. Submitted resolution submitted MUST BE PRINTED FROM ONLINE SYSTEM  
County Judge

Attest:

\_\_\_\_\_  
County Clerk

### INTERNET SUBMISSION FORM

After submitting the discretionary application online, the following Internet submission confirmation number was received # \_\_\_\_\_. This grant application submission was in accordance with the Commissioners' Court Resolution above.

\_\_\_\_\_  
Authorized Official

# Documentation of Judicial Support

## Attachment B

### HARRIS COUNTY INDIGENT DEFENSE MULTI-YEAR DISCRETIONARY GRANT PROGRAM COOPERATION AGREEMENT

Harris County has applied for a discretionary grant from the Task Force on Indigent Defense (Task Force) to assist in funding **Harris County Public Defender Office**. Implementation of this program will affect the courts below. The undersigned judges agree to support and/or participate with the program pursuant to the county's discretionary grant application to the Task Force and any special conditions of the grant award to the county. This commitment includes participating in the data collection efforts required in the program, as well as utilization of the services to be provided by the program.

To be considered for funding this program cooperation agreement must be signed by the judges of all of the statutory county / district courts hearing criminal matters punishable by incarceration or juvenile matters in the county.

Acknowledged and Approved by all statutory county / district courts hearing criminal matters punishable by incarceration or juvenile matters in the county:

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

_____ Signature of Judge	_____ Date	_____ Printed Name and Title
-----------------------------	---------------	---------------------------------

# Pitfalls to Avoid

(What NOT to Do)

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Not building broad support  
with other stakeholders

---

Including non-indigent  
defense specific costs

---

Vague descriptions of how  
activities will improve  
indigent defense

---

Lack of plan for documenting  
impact of program

**Contact  
TIDC for  
help!**

## The TIDC Grants Team can:

- Help you explore ideas
- Put you in touch with counties that have implemented successful programs
- Meet with you and your stakeholders to build consensus on a project plan
- Provide feedback on application drafts



Q&A

# Thank you!

## TIDC Improvement Team



**Bill Cox**

Director of Public  
Defense Improvement

[WCox@tidc.texas.gov](mailto:WCox@tidc.texas.gov)

512-936-6994



**Kristin Meeks**

Senior Policy Analyst

[KMeeks@tidc.texas.gov](mailto:KMeeks@tidc.texas.gov)

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## TIDC Grants Team



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