

SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Grant
 EEO Category: Administrative Support
 Geographic Data Source: Grant
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	23.8%	0.0%	23.8%	0
White	0	22.9%	0.0%	22.9%	0
Hispanic	0	0.0%	0.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.8%	0.0%	0.8%	0
Total Males of Color	0	0.8%	0.0%	0.8%	0
Females	4	76.2%	100.0%	0.0%	0
White	3	72.4%	75.0%	0.0%	0
Hispanic	1	0.0%	25.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	2.9%	0.0%	2.9%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	1	2.9%	25.0%	0.0%	0
Total Employees of Color	1	3.7%	25.0%	0.0%	0
Total Disabled Employee	0	10.7%	0.0%	10.7%	0
Total Employees	4				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Harney
 EEO Category: Administrative Support
 Geographic Data Source: Harney
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	17.0%	0.0%	17.0%	0
White	0	17.0%	0.0%	17.0%	0
Hispanic	0	0.0%	0.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.9%	0.0%	0.9%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	0.9%	0.0%	0.9%	0
Females	4	83.0%	100.0%	0.0%	0
White	4	76.6%	100.0%	0.0%	0
Hispanic	0	0.0%	0.0%	0.0%	0
Black or African American	0	2.1%	0.0%	2.1%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.9%	0.0%	0.9%	0
American-Indian or Alaskan Native	0	3.2%	0.0%	3.2%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	0	6.2%	0.0%	6.2%	0
Total Employees of Color	0	7.1%	0.0%	7.1%	0
Total Disabled Employee	0	8.1%	0.0%	8.1%	0
Total Employees	4				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Hood River
 EEO Category: Administrative Support
 Geographic Data Source: Hood River
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	19.4%	0.0%	19.4%	1
White	0	14.2%	0.0%	14.2%	0
Hispanic	0	4.2%	0.0%	4.2%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.9%	0.0%	0.9%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	5.1%	0.0%	5.1%	0
Females	7	80.9%	100.0%	0.0%	0
White	6	65.5%	85.7%	0.0%	0
Hispanic	1	11.5%	14.3%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.9%	0.0%	0.9%	0
American-Indian or Alaskan Native	0	0.6%	0.0%	0.6%	0
Two or More Races	0	2.1%	0.0%	2.1%	0
Total Females of Color	1	15.1%	14.3%	0.8%	0
Total Employees of Color	1	20.2%	14.3%	5.9%	0
Total Disabled Employee	0	5.2%	0.0%	5.2%	0
Total Employees	7				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Jackson
 EEO Category: Administrative Support
 Geographic Data Source: Medford-Ashland MSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	7	21.2%	11.5%	9.7%	5
White	5	18.4%	8.2%	10.2%	6
Hispanic	1	1.3%	1.6%	0.0%	0
Black or African American	0	0.5%	0.0%	0.5%	0
Asian	0	0.2%	0.0%	0.2%	0
Native-Hawaiian or Other Pacific Islander	1	0.0%	1.6%	0.0%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	0	0.4%	0.0%	0.4%	0
Total Males of Color	2	2.6%	3.3%	0.0%	0
Females	54	78.8%	88.5%	0.0%	0
White	48	71.0%	78.7%	0.0%	0
Hispanic	2	5.3%	3.3%	2.0%	1
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	1	0.1%	1.6%	0.0%	0
Native-Hawaiian or Other Pacific Islander	1	0.1%	1.6%	0.0%	0
American-Indian or Alaskan Native	0	0.1%	0.0%	0.1%	0
Two or More Races	2	1.9%	3.3%	0.0%	0
Total Females of Color	6	7.5%	9.8%	0.0%	0
Total Employees of Color	8	10.1%	13.1%	0.0%	0
Total Disabled Employee	2	6.9%	3.3%	3.6%	2
Total Employees	61				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Jefferson
 EEO Category: Administrative Support
 Geographic Data Source: Jefferson
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	1	26.9%	11.1%	15.8%	1
White	1	17.8%	11.1%	6.7%	0
Hispanic	0	4.7%	0.0%	4.7%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.9%	0.0%	0.9%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	5.6%	0.0%	5.6%	0
Females	8	72.8%	88.9%	0.0%	0
White	6	55.9%	66.7%	0.0%	0
Hispanic	1	6.9%	11.1%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.6%	0.0%	0.6%	0
American-Indian or Alaskan Native	0	9.4%	0.0%	9.4%	0
Two or More Races	1	0.0%	11.1%	0.0%	0
Total Females of Color	2	16.9%	22.2%	0.0%	0
Total Employees of Color	2	22.5%	22.2%	0.3%	0
Total Disabled Employee	1	9.4%	11.1%	0.0%	0
Total Employees	9				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Josephine
 EEO Category: Administrative Support
 Geographic Data Source: Josephine
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	1	21.2%	3.6%	17.6%	4
White	0	20.1%	0.0%	20.1%	5
Hispanic	1	0.8%	3.6%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.3%	0.0%	0.3%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.2%	0.0%	0.2%	0
Total Males of Color	1	1.3%	3.6%	0.0%	0
Females	27	78.8%	96.4%	0.0%	0
White	25	74.8%	89.3%	0.0%	0
Hispanic	1	2.9%	3.6%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	1	1.1%	3.6%	0.0%	0
Total Females of Color	2	4.0%	7.1%	0.0%	0
Total Employees of Color	3	5.3%	10.7%	0.0%	0
Total Disabled Employee	0	6.5%	0.0%	6.5%	1
Total Employees	28				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Klamath
 EEO Category: Administrative Support
 Geographic Data Source: Klamath
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	19.0%	0.0%	19.0%	5
White	0	14.5%	0.0%	14.5%	3
Hispanic	0	2.3%	0.0%	2.3%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.3%	0.0%	0.3%	0
American-Indian or Alaskan Native	0	0.5%	0.0%	0.5%	0
Two or More Races	0	1.3%	0.0%	1.3%	0
Total Males of Color	0	4.4%	0.0%	4.4%	1
Females	27	81.0%	100.0%	0.0%	0
White	24	71.8%	88.9%	0.0%	0
Hispanic	2	5.4%	7.4%	0.0%	0
Black or African American	0	0.6%	0.0%	0.6%	0
Asian	0	0.8%	0.0%	0.8%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	1	2.0%	3.7%	0.0%	0
Two or More Races	0	0.2%	0.0%	0.2%	0
Total Females of Color	3	9.1%	11.1%	0.0%	0
Total Employees of Color	3	13.5%	11.1%	2.4%	0
Total Disabled Employee	0	8.9%	0.0%	8.9%	2
Total Employees	27				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Lake
 EEO Category: Administrative Support
 Geographic Data Source: Lake
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	1	13.3%	20.0%	0.0%	0
White	1	8.8%	20.0%	0.0%	0
Hispanic	0	3.4%	0.0%	3.4%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.7%	0.0%	0.7%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	4.1%	0.0%	4.1%	0
Females	4	86.7%	80.0%	6.7%	0
White	3	73.5%	60.0%	13.5%	0
Hispanic	1	5.1%	20.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	3.5%	0.0%	3.5%	0
Native-Hawaiian or Other Pacific Islander	0	2.7%	0.0%	2.7%	0
American-Indian or Alaskan Native	0	0.7%	0.0%	0.7%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	1	12.0%	20.0%	0.0%	0
Total Employees of Color	1	16.1%	20.0%	0.0%	0
Total Disabled Employee	0	8.8%	0.0%	8.8%	0
Total Employees	5				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Lane
 EEO Category: Administrative Support
 Geographic Data Source: Eugene-Springfield MSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	7	23.7%	9.5%	14.2%	10
White	6	20.8%	8.1%	12.7%	9
Hispanic	0	1.0%	0.0%	1.0%	0
Black or African American	0	0.4%	0.0%	0.4%	0
Asian	0	0.6%	0.0%	0.6%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	1	0.6%	1.4%	0.0%	0
Total Males of Color	1	2.9%	1.4%	1.5%	1
Females	67	76.3%	90.5%	0.0%	0
White	57	67.8%	77.0%	0.0%	0
Hispanic	6	3.1%	8.1%	0.0%	0
Black or African American	2	0.3%	2.7%	0.0%	0
Asian	1	1.4%	1.4%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	0	0.8%	0.0%	0.8%	0
Two or More Races	1	2.2%	1.4%	0.8%	0
Total Females of Color	10	7.9%	13.5%	0.0%	0
Total Employees of Color	11	10.8%	14.9%	0.0%	0
Total Disabled Employee	0	7.2%	0.0%	7.2%	5
Total Employees	74				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Lincoln
 EEO Category: Administrative Support
 Geographic Data Source: Lincoln
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	2	16.2%	9.1%	7.1%	1
White	2	13.5%	9.1%	4.4%	0
Hispanic	0	0.5%	0.0%	0.5%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	2.0%	0.0%	2.0%	0
Two or More Races	0	0.1%	0.0%	0.1%	0
Total Males of Color	0	2.6%	0.0%	2.6%	0
Females	20	83.8%	90.9%	0.0%	0
White	17	74.4%	77.3%	0.0%	0
Hispanic	2	3.4%	9.1%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.7%	0.0%	0.7%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	4.2%	0.0%	4.2%	0
Two or More Races	1	0.7%	4.5%	0.0%	0
Total Females of Color	3	9.0%	13.6%	0.0%	0
Total Employees of Color	3	11.6%	13.6%	0.0%	0
Total Disabled Employee	0	9.9%	0.0%	9.9%	2
Total Employees	22				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Linn
 EEO Category: Administrative Support
 Geographic Data Source: Linn
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	3	20.8%	10.3%	10.5%	3
White	3	18.4%	10.3%	8.1%	2
Hispanic	0	1.2%	0.0%	1.2%	0
Black or African American	0	0.1%	0.0%	0.1%	0
Asian	0	0.2%	0.0%	0.2%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.7%	0.0%	0.7%	0
Two or More Races	0	0.1%	0.0%	0.1%	0
Total Males of Color	0	2.3%	0.0%	2.3%	0
Females	26	79.2%	89.7%	0.0%	0
White	24	75.0%	82.8%	0.0%	0
Hispanic	1	1.5%	3.4%	0.0%	0
Black or African American	0	0.7%	0.0%	0.7%	0
Asian	0	0.6%	0.0%	0.6%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	1	1.1%	3.4%	0.0%	0
Total Females of Color	2	4.1%	6.9%	0.0%	0
Total Employees of Color	2	6.4%	6.9%	0.0%	0
Total Disabled Employee	1	7.5%	3.4%	4.1%	1
Total Employees	29				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Malheur
 EEO Category: Administrative Support
 Geographic Data Source: Malheur
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	18.8%	0.0%	18.8%	2
White	0	13.4%	0.0%	13.4%	1
Hispanic	0	5.4%	0.0%	5.4%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.2%	0.0%	0.2%	0
Total Males of Color	0	5.6%	0.0%	5.6%	0
Females	11	81.2%	100.0%	0.0%	0
White	9	63.8%	81.8%	0.0%	0
Hispanic	2	16.6%	18.2%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.5%	0.0%	0.5%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	0	0.2%	0.0%	0.2%	0
Total Females of Color	2	17.5%	18.2%	0.0%	0
Total Employees of Color	2	23.1%	18.2%	4.9%	0
Total Disabled Employee	0	8.6%	0.0%	8.6%	0
Total Employees	11				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Marion
 EEO Category: Administrative Support
 Geographic Data Source: Salem PMSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	14	23.7%	18.2%	5.5%	4
White	7	17.0%	9.1%	7.9%	6
Hispanic	6	4.5%	7.8%	0.0%	0
Black or African American	1	0.4%	1.3%	0.0%	0
Asian	0	0.7%	0.0%	0.7%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	0	0.3%	0.0%	0.3%	0
Total Males of Color	7	6.2%	9.1%	0.0%	0
Females	63	76.2%	81.8%	0.0%	0
White	49	63.1%	63.6%	0.0%	0
Hispanic	9	8.3%	11.7%	0.0%	0
Black or African American	0	0.4%	0.0%	0.4%	0
Asian	0	1.4%	0.0%	1.4%	1
Native-Hawaiian or Other Pacific Islander	1	0.3%	1.3%	0.0%	0
American-Indian or Alaskan Native	1	1.0%	1.3%	0.0%	0
Two or More Races	3	1.5%	3.9%	0.0%	0
Total Females of Color	14	12.9%	18.2%	0.0%	0
Total Employees of Color	21	19.1%	27.3%	0.0%	0
Total Disabled Employee	1	7.8%	1.3%	6.5%	5
Total Employees	77				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Morrow
 EEO Category: Administrative Support
 Geographic Data Source: Morrow
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	11.2%	0.0%	11.2%	0
White	0	5.2%	0.0%	5.2%	0
Hispanic	0	6.0%	0.0%	6.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	6.0%	0.0%	6.0%	0
Females	2	88.8%	100.0%	0.0%	0
White	2	70.7%	100.0%	0.0%	0
Hispanic	0	17.1%	0.0%	17.1%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	1.7%	0.0%	1.7%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	0	18.8%	0.0%	18.8%	0
Total Employees of Color	0	24.8%	0.0%	24.8%	0
Total Disabled Employee	0	7.7%	0.0%	7.7%	0
Total Employees	2				

Data Effective 9/30/2016

SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Multnomah
 EEO Category: Administrative Support
 Geographic Data Source: Portland-Vancouver PMSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	43	26.2%	19.8%	6.4%	13
White	33	20.7%	15.2%	5.5%	11
Hispanic	5	2.3%	2.3%	0.0%	0
Black or African American	1	0.9%	0.5%	0.4%	0
Asian	2	1.4%	0.9%	0.5%	1
Native-Hawaiian or Other Pacific Islander	0	0.2%	0.0%	0.2%	0
American-Indian or Alaskan Native	0	0.1%	0.0%	0.1%	0
Two or More Races	2	0.4%	0.9%	0.0%	0
Total Males of Color	10	5.3%	4.6%	0.7%	1
Females	174	73.8%	80.2%	0.0%	0
White	120	62.1%	55.3%	6.8%	14
Hispanic	13	4.4%	6.0%	0.0%	0
Black or African American	10	1.5%	4.6%	0.0%	0
Asian	17	3.2%	7.8%	0.0%	0
Native-Hawaiian or Other Pacific Islander	1	0.3%	0.5%	0.0%	0
American-Indian or Alaskan Native	0	0.5%	0.0%	0.5%	1
Two or More Races	13	1.4%	6.0%	0.0%	0
Total Females of Color	54	11.3%	24.9%	0.0%	0
Total Employees of Color	64	16.6%	29.5%	0.0%	0
Total Disabled Employee	1	5.7%	0.5%	5.2%	11
Total Employees	217				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: OSCA-Appellate
 EEO Category: Administrative Support
 Geographic Data Source: Salem PMSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	16	23.7%	20.8%	2.9%	2
White	13	17.0%	16.9%	0.1%	0
Hispanic	0	4.5%	0.0%	4.5%	3
Black or African American	1	0.4%	1.3%	0.0%	0
Asian	0	0.7%	0.0%	0.7%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	1	0.2%	1.3%	0.0%	0
Two or More Races	1	0.3%	1.3%	0.0%	0
Total Males of Color	3	6.2%	3.9%	2.3%	1
Females	61	76.2%	79.2%	0.0%	0
White	53	63.1%	68.8%	0.0%	0
Hispanic	5	8.3%	6.5%	1.8%	1
Black or African American	1	0.4%	1.3%	0.0%	0
Asian	0	1.4%	0.0%	1.4%	1
Native-Hawaiian or Other Pacific Islander	0	0.3%	0.0%	0.3%	0
American-Indian or Alaskan Native	1	1.0%	1.3%	0.0%	0
Two or More Races	1	1.5%	1.3%	0.2%	0
Total Females of Color	8	12.9%	10.4%	2.5%	1
Total Employees of Color	11	19.1%	14.3%	4.8%	3
Total Disabled Employee	0	7.8%	0.0%	7.8%	6
Total Employees	77				

Data Effective 9/30/2016

SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Polk
 EEO Category: Administrative Support
 Geographic Data Source: Salem PMSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	3	23.7%	17.6%	6.1%	1
White	2	17.0%	11.8%	5.2%	0
Hispanic	1	4.5%	5.9%	0.0%	0
Black or African American	0	0.4%	0.0%	0.4%	0
Asian	0	0.7%	0.0%	0.7%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	0	0.2%	0.0%	0.2%	0
Two or More Races	0	0.3%	0.0%	0.3%	0
Total Males of Color	1	6.2%	5.9%	0.3%	0
Females	14	76.2%	82.4%	0.0%	0
White	11	63.1%	64.7%	0.0%	0
Hispanic	3	8.3%	17.6%	0.0%	0
Black or African American	0	0.4%	0.0%	0.4%	0
Asian	0	1.4%	0.0%	1.4%	0
Native-Hawaiian or Other Pacific Islander	0	0.3%	0.0%	0.3%	0
American-Indian or Alaskan Native	0	1.0%	0.0%	1.0%	0
Two or More Races	0	1.5%	0.0%	1.5%	0
Total Females of Color	3	12.9%	17.6%	0.0%	0
Total Employees of Color	4	19.1%	23.5%	0.0%	0
Total Disabled Employee	0	7.8%	0.0%	7.8%	1
Total Employees	17				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Sherman
 EEO Category: Administrative Support
 Geographic Data Source: Sherman
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	13.0%	0.0%	13.0%	0
White	0	8.7%	0.0%	8.7%	0
Hispanic	0	3.5%	0.0%	3.5%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	3.5%	0.0%	3.5%	0
Females	1	87.0%	100.0%	0.0%	0
White	1	87.0%	100.0%	0.0%	0
Hispanic	0	0.0%	0.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	0	0.0%	0.0%	0.0%	0
Total Employees of Color	0	3.5%	0.0%	3.5%	0
Total Disabled Employee	0	9.0%	0.0%	9.0%	0
Total Employees	1				

Data Effective 9/30/2016

SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Tillamook
 EEO Category: Administrative Support
 Geographic Data Source: Tillamook
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	12.4%	0.0%	12.4%	0
White	0	10.2%	0.0%	10.2%	0
Hispanic	0	0.9%	0.0%	0.9%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	1.2%	0.0%	1.2%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	2.1%	0.0%	2.1%	0
Females	8	87.6%	100.0%	0.0%	0
White	7	82.7%	87.5%	0.0%	0
Hispanic	1	2.2%	12.5%	0.0%	0
Black or African American	0	1.5%	0.0%	1.5%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	1.2%	0.0%	1.2%	0
Total Females of Color	1	4.9%	12.5%	0.0%	0
Total Employees of Color	1	7.0%	12.5%	0.0%	0
Total Disabled Employee	0	7.1%	0.0%	7.1%	0
Total Employees	8				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Umatilla
 EEO Category: Administrative Support
 Geographic Data Source: Umatilla
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	1	18.1%	3.7%	14.4%	3
White	1	13.3%	3.7%	9.6%	2
Hispanic	0	3.7%	0.0%	3.7%	0
Black or African American	0	0.1%	0.0%	0.1%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.2%	0.0%	0.2%	0
American-Indian or Alaskan Native	0	0.3%	0.0%	0.3%	0
Two or More Races	0	0.5%	0.0%	0.5%	0
Total Males of Color	0	4.8%	0.0%	4.8%	1
Females	26	81.9%	96.3%	0.0%	0
White	22	68.2%	81.5%	0.0%	0
Hispanic	4	8.1%	14.8%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.5%	0.0%	0.5%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	3.6%	0.0%	3.6%	0
Two or More Races	0	1.3%	0.0%	1.3%	0
Total Females of Color	4	13.5%	14.8%	0.0%	0
Total Employees of Color	4	18.3%	14.8%	3.5%	0
Total Disabled Employee	0	7.8%	0.0%	7.8%	2
Total Employees	27				

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SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Union
 EEO Category: Administrative Support
 Geographic Data Source: Union
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	15.3%	0.0%	15.3%	2
White	0	13.4%	0.0%	13.4%	1
Hispanic	0	0.2%	0.0%	0.2%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.4%	0.0%	0.4%	0
Total Males of Color	0	0.6%	0.0%	0.6%	0
Females	14	84.7%	100.0%	0.0%	0
White	14	80.4%	100.0%	0.0%	0
Hispanic	0	3.3%	0.0%	3.3%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.2%	0.0%	0.2%	0
Native-Hawaiian or Other Pacific Islander	0	0.2%	0.0%	0.2%	0
American-Indian or Alaskan Native	0	0.5%	0.0%	0.5%	0
Two or More Races	0	0.2%	0.0%	0.2%	0
Total Females of Color	0	4.4%	0.0%	4.4%	0
Total Employees of Color	0	5.0%	0.0%	5.0%	0
Total Disabled Employee	0	7.4%	0.0%	7.4%	1
Total Employees	14				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Wallowa
 EEO Category: Administrative Support
 Geographic Data Source: Wallowa
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	0	15.8%	0.0%	15.8%	0
White	0	15.8%	0.0%	15.8%	0
Hispanic	0	0.0%	0.0%	0.0%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	0.0%	0.0%	0.0%	0
Females	2	84.2%	100.0%	0.0%	0
White	2	84.2%	100.0%	0.0%	0
Hispanic	0	1.1%	0.0%	1.1%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	0	1.1%	0.0%	1.1%	0
Total Employees of Color	0	1.1%	0.0%	1.1%	0
Total Disabled Employee	0	10.7%	0.0%	10.7%	0
Total Employees	2				

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SPECIAL REPORTS



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Wasco
 EEO Category: Administrative Support
 Geographic Data Source: Wasco
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	1	24.1%	11.1%	13.0%	1
White	1	18.4%	11.1%	7.3%	0
Hispanic	0	2.1%	0.0%	2.1%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	1.1%	0.0%	1.1%	0
American-Indian or Alaskan Native	0	1.9%	0.0%	1.9%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Males of Color	0	5.1%	0.0%	5.1%	0
Females	8	75.7%	88.9%	0.0%	0
White	8	67.4%	88.9%	0.0%	0
Hispanic	0	3.5%	0.0%	3.5%	0
Black or African American	0	0.0%	0.0%	0.0%	0
Asian	0	0.0%	0.0%	0.0%	0
Native-Hawaiian or Other Pacific Islander	0	0.8%	0.0%	0.8%	0
American-Indian or Alaskan Native	0	3.5%	0.0%	3.5%	0
Two or More Races	0	0.0%	0.0%	0.0%	0
Total Females of Color	0	7.8%	0.0%	7.8%	0
Total Employees of Color	0	12.9%	0.0%	12.9%	1
Total Disabled Employee	0	6.6%	0.0%	6.6%	0
Total Employees	9				

Data Effective 9/30/2016



Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

Location: Washington
 EEO Category: Administrative Support
 Geographic Data Source: Portland-Vancouver PMSA
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	8	26.2%	9.1%	17.1%	15
White	5	20.7%	5.7%	15.0%	13
Hispanic	1	2.3%	1.1%	1.2%	1
Black or African American	0	0.9%	0.0%	0.9%	0
Asian	0	1.4%	0.0%	1.4%	1
Native-Hawaiian or Other Pacific Islander	0	0.2%	0.0%	0.2%	0
American-Indian or Alaskan Native	0	0.1%	0.0%	0.1%	0
Two or More Races	2	0.4%	2.3%	0.0%	0
Total Males of Color	3	5.3%	3.4%	1.9%	1
Females	80	73.8%	90.9%	0.0%	0
White	64	62.1%	72.7%	0.0%	0
Hispanic	10	4.4%	11.4%	0.0%	0
Black or African American	0	1.5%	0.0%	1.5%	1
Asian	2	3.2%	2.3%	0.9%	0
Native-Hawaiian or Other Pacific Islander	0	0.3%	0.0%	0.3%	0
American-Indian or Alaskan Native	1	0.5%	1.1%	0.0%	0
Two or More Races	3	1.4%	3.4%	0.0%	0
Total Females of Color	16	11.3%	18.2%	0.0%	0
Total Employees of Color	19	16.6%	21.6%	0.0%	0
Total Disabled Employee	1	5.7%	1.1%	4.6%	4
Total Employees	88				

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Oregon Judicial Department Utilization Analysis by Gender, Race, and Disability

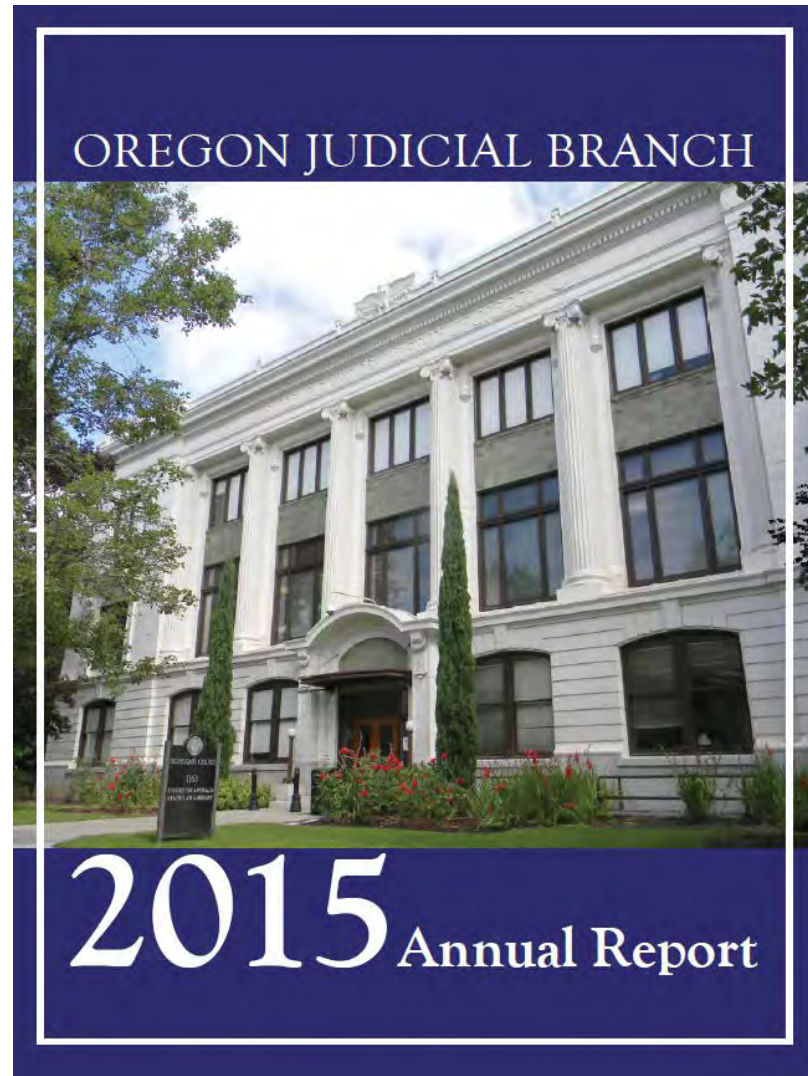
Location: Yamhill
 EEO Category: Administrative Support
 Geographic Data Source: Yamhill
 Occupational Category: Administrative Support

Gender/Race	Number of Employees	Labor Force Availability	Judicial Department Work Force	Underutilization	
				%	FTE
Males	4	22.1%	15.4%	6.7%	1
White	3	17.3%	11.5%	5.8%	1
Hispanic	1	3.0%	3.8%	0.0%	0
Black or African American	0	0.2%	0.0%	0.2%	0
Asian	0	0.4%	0.0%	0.4%	0
Native-Hawaiian or Other Pacific Islander	0	0.1%	0.0%	0.1%	0
American-Indian or Alaskan Native	0	0.0%	0.0%	0.0%	0
Two or More Races	0	1.2%	0.0%	1.2%	0
Total Males of Color	1	4.9%	3.8%	1.1%	0
Females	22	77.9%	84.6%	0.0%	0
White	18	70.9%	69.2%	1.7%	0
Hispanic	3	4.0%	11.5%	0.0%	0
Black or African American	0	0.1%	0.0%	0.1%	0
Asian	0	0.6%	0.0%	0.6%	0
Native-Hawaiian or Other Pacific Islander	0	0.0%	0.0%	0.0%	0
American-Indian or Alaskan Native	0	0.4%	0.0%	0.4%	0
Two or More Races	1	1.8%	3.8%	0.0%	0
Total Females of Color	4	6.9%	15.4%	0.0%	0
Total Employees of Color	5	11.8%	19.2%	0.0%	0
Total Disabled Employee	0	6.9%	0.0%	6.9%	1
Total Employees	26				

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SPECIAL REPORTS

Oregon Judicial Branch 2015 Annual Report



SPECIAL REPORTS

Oregon Judicial Branch Mission

As a separate and independent branch of government, our mission is to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence. The established goals of Oregon state courts are to:

Protect Public Access to Justice – by making court services for citizens more accessible and easier to use through technology; providing safe courthouses; and supporting the special needs of diverse cultures in our communities.

Maintain Public Trust and Confidence – by working closely with the executive and legislative branches of government; preserving and enforcing the rule of law in our communities, while upholding the human ideals of fairness, impartiality, and accountability.

Provide Quality and Timely Dispute Resolution – by ensuring that disputes are resolved for citizens and businesses fairly, promptly, appropriately, and cost-effectively through jury and non-jury trials, alternative dispute resolution methods, improvements in court business processes, and use of technology.

Collaborate with Justice System Partners and Other Stakeholders – by achieving better outcomes in court proceedings through connections justice system, public safety, and community welfare programs, in providing Treatment Courts, Juvenile Programs, and Family Courts.

Enhance Judicial Administration – Oregon courts must use the resources of Oregonians wisely. We are accountable to the law, to the other branches of government, and to the public. The effective administration of justice requires deliberate attention to and improvement of the core processes of our court system.

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Introduction

“Our judges and staff strive to preserve the people’s trust through a healthy court system that protects public safety, families and vulnerable individuals, resolves disputes, and protects economic rights, while ensuring that constitutional and statutory requirements are met.”

The Framers of the Oregon Constitution decreed that “justice shall be administered, openly and without purchase, completely and without delay.” Although fully achieving that lofty goal is an ongoing task, the Oregon state courts have worked hard for more than 150 years to provide Oregonians a fair, accessible, and cost-effective justice system.

During 2015, we took important steps to improve access to justice for those who come before the courts. The Oregon eCourt program successfully continued its implementation of a new electronic case and document management system in more trial courts across the state, rapidly moving towards a mid-2016 completion date. Lawyers and others are now able to file court documents electronically and access documents on computers and mobile devices. Other features allow users digital access to court calendars and case information. We also have developed online interactive interviews that help individuals prepare forms that can be filed in some of the most common kinds of legal proceedings, including restraining orders, small claims, and landlord-tenant matters – reducing time and frustration for individuals, court staff, and judges. And we are working to redesign our central and individual trial court websites to make them mobile-friendly, streamlined, and easier for lawyers, litigants, and the general public to use.

With critical legislative support through matching bond funding, the Oregon Judicial Branch is working with counties around the state to repair or replace deteriorating or unsafe courthouses. New courthouses in Union County (La Grande) and Jefferson County (Madras) were under construction in 2015 and scheduled for completion in 2016, while planning is well underway for other courthouse projects, including replacement of the 1911 Multnomah County Courthouse – the busiest court in the state. Those changes to our courthouses will increase safety and accessibility for the public, judges, and court staff, and will provide the means to advance our use of new technology, including Oregon eCourt and statewide video-conferencing. Just as important, thoughtfully planned and well-constructed courthouses are a powerful symbol of Oregon’s commitment to equal justice under the law.

For the hundreds of thousands of Oregonians who turn to the courts to resolve problems, we continue to implement new strategies to make court services more



Oregon Supreme Court Chief Justice Thomas A. Balmer, who is chair of the Civil Justice Initiative, led the 2015 National Center for State Courts (NCSC) Justice Roundtable Discussion. Photo: Courtesy of NCSC

accessible, efficient, and effective. We are actively pursuing expansion of specialty courts for veterans and for adults and juveniles affected by addictions and mental health issues, as well as court innovations that offer new ways to expedite trials in civil and domestic relations cases. Along with our community justice partners, we are adjusting traditional court services to meet the needs of the elderly, people with disabilities, children, victims of human trafficking, and others.

The Oregon Judicial Branch relies on the trust and confidence of the people and their understanding of the role of the courts in our system of government. That role requires us to decide cases on the basis of the law and the facts – without regard to politics or privilege. Our judges and staff strive to preserve the people’s

trust through a healthy court system that protects public safety, families, and vulnerable individuals, resolves disputes, and protects economic rights, while ensuring that constitutional and statutory requirements are met. This 2015 Annual Report highlights just some of the work we are doing to fulfill that responsibility. Thank you for your support of the Oregon Judicial Branch.

Thomas A. Balmer
Thomas A. Balmer
Chief Justice
Oregon Supreme Court

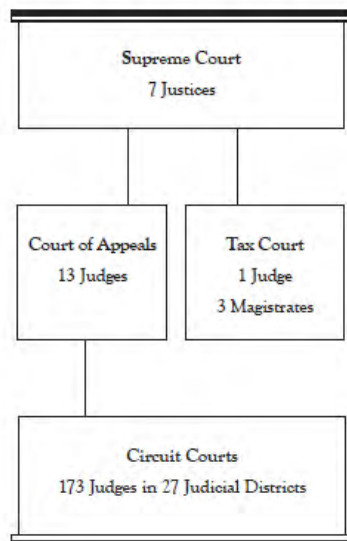
OJD Structure

Courts are accountable to the law, to the other branches of government, and to the public. The effective administration of justice requires deliberate attention to and improvement of the core processes of our court system...institutionalizing best practices, using evidence-based programs, educating and training the judiciary and court staff about the important duties and responsibilities they must perform and giving them the tools and skills to do these well.

– Oregon Judicial Department 2014–2019 Strategic Plan

The Oregon Judicial Branch, one of three branches of state government established by the Oregon Constitution, has a unified statewide court system that is known as the Oregon Judicial Department (OJD). Its judges have the responsibility to enforce the rule of law by deciding criminal, civil, family, and other types of legal disputes; interpreting and applying the state and federal constitutions and statutes; and holding hearings and trials throughout the state. The role of the courts is to ensure that all Oregonians receive fair and accessible justice while providing due process, protecting individual rights, and preserving community welfare.

OJD is a unified system of state-funded courts consisting of the Oregon Supreme Court, Court of Appeals, Tax Court, and circuit courts (trial level courts),



View from the bench in the Oregon Supreme Court

organized into 27 judicial districts. There is at least one circuit court location in each of Oregon’s 36 counties. The Chief Justice of the Oregon Supreme Court is the administrative head of OJD. The Chief Justice supervises the state court system; issues orders and adopts rules to ensure the effective administration of OJD; appoints the Chief Judge of the Court of Appeals, the presiding judges of the circuit courts, and the State Court Administrator; adopts procedural rules for the state courts; and supervises the statewide fiscal plan and budget for all Oregonstate courts.

All OJD judges – including for both appellate courts, the circuit courts, and the Tax Court – are elected to six-year terms in non-partisan elections.

Centralized administrative and infrastructure services in support of the court system are provided through the Office of the State Court Administrator’s divisions and programs.

SPECIAL REPORTS

Oregon Supreme Court



Oregon Supreme Court Justices - Standing (l to r): Justice Richard C. Baldwin, Justice Lynn R. Nakamoto, Justice David V. Brewer; Seated (l to r): Justice Rives Kistler, Chief Justice Thomas A. Balmer, Justice Martha L. Walters, and Justice Jack L. Landau

The Oregon Supreme Court is the state's highest court, consisting of seven elected justices. It has discretionary review of Oregon Court of Appeals decisions, typically based on a determination that a particular petition presents an important question of state law appropriate for Supreme Court review. The court also hears cases of original jurisdiction or by direct review that are not first considered by the Court of Appeals. These include reviews of cases in which the death penalty was imposed at the circuit court level, Oregon Tax Court appeals, attorney and judge discipline matters, various election-related matters, and certain types of cases mandated for direct review by statute because of their exceptional nature or statewide impact. The Supreme Court is the court of last resort for interpretation of Oregon law.

Oregon Court of Appeals



Oregon Court of Appeals Judges - Standing (l to r): Judge Roger DeHoog, Judge Chris Garrett, Judge Erin Lagesen, Judge James C. Egan, Judge Timothy J. Sercombe, Judge Rebecca A. Duncan, Judge Joel DeVore, Judge Douglas Tookey, Judge Meagan A. Flynn, Judge Scott Shorr; Seated (l to r): Judge Rex Armstrong, Chief Judge Erika Hadlock, Judge Darleen Ortega

The Oregon Court of Appeals decides civil and criminal appeals taken from the circuit courts, as well as cases arising from contested administrative agency actions and challenges to agency rules. The members of the court are divided into four "panels" (each consisting of three judges) that normally consider all matters and cases assigned to them. The Chief Judge is not a member of any one panel and may substitute for a member of any panel who is not available or has a conflict of interest. Within each panel, one of the judges sits as the presiding judge. Before a panel releases an opinion in a case, the proposed opinion is circulated to all the court's judges. Any one of the judges may disagree with the

opinion and refer the case to the full 13-judge court to be considered "en banc."

Over the last five years, the Oregon Court of Appeals has decided an average of 2,782 cases per year and is often referred to as one of the busiest appeals courts in the country.

SPECIAL REPORTS

Oregon Circuit Courts

In addition to handling all types of cases, the circuit courts are actively involved in both legislatively and court-initiated programs to provide improved dispute resolution processes and outcomes for the people and cases that come before them.

The Oregon circuit courts serve as Oregon's trial courts. Circuit courts decide civil cases that arise from disputes involving property, contracts, personal injury, family relationships, probate, government rules, and regulations; juvenile matters; and criminal cases that result from violations of criminal law, including felonies, misdemeanors, probation violations, traffic, and other violation cases. There is at least one circuit court location in each county.

The Oregon circuit courts are divided into 27 judicial districts, made up of one or more of the state's 36 counties. Most are single-county court districts. Some circuit courts in counties with small populations and caseloads are combined into multi-county districts. The number of judicial positions in each district is established by statute.

Every two years, the Chief Justice of the Oregon Supreme Court appoints or reappoints a presiding judge for each judicial district to administer, supervise, and distribute the workload within the district. Operations of the circuit courts are managed by trial court administrators who are supervised by the presiding judge. Their duties include personnel administration, budget and financial management, court operations, and jury management.

In addition to handling all types of cases, the circuit courts are actively involved in both legislatively initiated and court-initiated programs to provide improved dispute resolution processes and outcomes for the people and cases that come before them. The courts support, as resources permit, the following types of programs:

- Treatment Courts – drug, alcohol, mental health, programs for veterans
- Integrated Family Courts – where the same judge is assigned to all cases involving a particular family
- Other specialized courts or programs – addressing domestic violence, juvenile delinquency, payment of restitution, providing community court services
- Arbitration and mediation programs
- Jury management programs
- Juvenile Court Improvement Project
- Parental education programs
- Domestic relations centers and websites for self-represented litigants

Oregon Tax Court



Oregon Tax Court (l to r): Magistrate Richard D. Davis, Magistrate Allison R. Boomer, Magistrate Daniel K. Robinson, and Tax Court Judge Henry C. Breithaupt

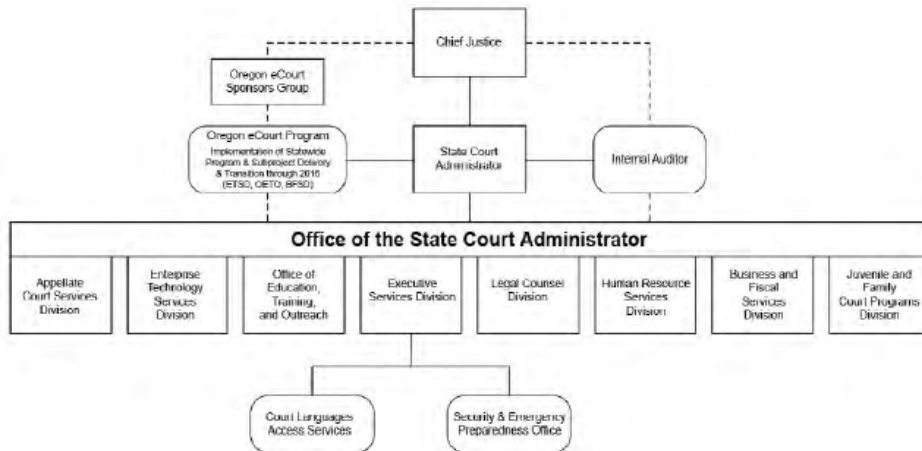
The Oregon Tax Court is a specialized court with statewide and exclusive jurisdiction over all questions of law or fact arising under state tax laws. It is comprised of a Magistrate Division (magistrates are appointed judicial officers with training and experience in tax law) and a Regular Division (where cases are heard by the Judge of the Oregon Tax Court – an elected judicial officer). The Tax Court has statewide jurisdiction over cases that involve Oregon's tax laws, including personal income tax, property tax, corporate excise tax, timber tax, local budget law, cigarette taxes, and property tax limitations. Decisions of the Magistrate Division

may be appealed to the Regular Division. Appeals from the Regular Division are taken directly to the Oregon Supreme Court.

SPECIAL REPORTS

Office of the State Court Administrator

OFFICE OF THE STATE COURT ADMINISTRATOR
Organization Chart
January 2015



Kingsley W. Click, Oregon State Court Administrator

Security and Emergency Preparedness Office, and the Internal Audit Program. The State Court Administrator's Office also coordinates OJD's response to legislative bills affecting the Judicial Branch or OJD as a state entity, prepares fiscal impact statements, serves as secretary to the Judicial Conference, and provides other support to OJD as required.

Oregon's State Court Administrator supports and assists the Chief Justice in exercising administrative authority and supervision over the budget and resources of a statewide, state-funded court system that includes the appellate, circuit, and tax courts; and by establishing and managing statewide administrative programs, policies, and procedures for OJD. In this capacity, the State Court Administrator supervises administration of OJD's central business and infrastructure services for the court system, such as budget, accounting, procurement, human resources, legal, audit, education and outreach, self-represented services, information technology infrastructure, and the Oregon eCourt Program. The Citizen Review Board program and certification programs for court interpreters and court reporters also are administered by the State Court Administrator's Office.

These responsibilities are carried out principally through the functions of eleven divisions and programs, including Executive Services, Appellate Court Services, Business and Fiscal Services, Court Language Access Services, Enterprise Technology Services, Human Resource Services, Juvenile and Family Court Programs, Legal Counsel, Office of Education, Training, and Outreach, the

2015 In Review

On the Bench

Supreme Court

- Justice Virginia L. Linder retired on December 31, 2015, after serving as a Supreme Court Justice since 2007. Before her election to the Supreme Court, Justice Linder served on the Oregon Court of Appeals from 1997–2007.
- Justice Lynn R. Nakamoto was appointed by Governor Kate Brown on December 7, 2015, to replace Justice Linder on the Oregon Supreme Court, effective January 1, 2016. Justice Nakamoto served on the Oregon Court of Appeals from 2011–2015.
- An exterior and interior rehabilitation project to repair and restore the 102-year old Supreme Court Building began in 2015. The Oregon Legislature approved funds for the project. The Supreme Court Building is the oldest state building on the Capitol mall and one of the oldest state buildings in Oregon.
- Appellate eFiling became mandatory for Oregon State Bar members in the Oregon Supreme Court on June 1, 2015.
- The Oregon Supreme Court heard oral arguments at four schools in 2015: Willamette University College of Law in Salem, Lewis & Clark Law School in Portland, University of Oregon School of Law in Eugene, and Marist High School in Eugene.

Court of Appeals

- Judge Rick T. Haselton, a judge on the Court of Appeals since 1994, and its Chief Judge since 2012, retired effective December 31, 2015 as the longest serving member after 21 years, 10 months on the Court of Appeals.

As a separate and independent branch of government, our mission is to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

— Oregon Judicial Department 2014–2019 Strategic Plan



Two former Court of Appeals Chief Judges and the newly appointed Chief Judge attend retiring Chief Judge Rick T. Haselton's retirement gathering in Salem. (l to r): Justice David V. Brewer, Senior Judge William L. Richardson, incoming Chief Judge Erika L. Hadlock, and retiring Chief Judge Rick T. Haselton. Photo by Bruce C. Miller

- Judge Erika L. Hadlock, a member of the Court of Appeals since 2011, was appointed its Chief Judge on December 22, 2015, effective January 1, 2016, to succeed Chief Judge Rick T. Haselton.
- Judge Roger DeHoog, a Deschutes County Circuit Court judge since 2012, was appointed by Governor Kate Brown on December 7, 2015 to fill Judge Lynn R. Nakamoto's vacant position on the Court of Appeals, effective January 1, 2016.
- Judge Scott Shorr was appointed to the Court of Appeals by Governor Kate Brown on December 7, 2015 to fill Judge Rick T. Haselton's vacant position effective January 1, 2016. He was formerly with a Portland law firm and specialized in commercial litigation.
- As with the Oregon Supreme Court, appellate eFiling became mandatory for Oregon State Bar members in the Oregon Court of Appeals on June 1, 2015.
- The Court of Appeals held oral arguments at three Oregon schools in 2015: McLoughlin High School in Milton-Freewater, the Cascade Campus of Portland Community College, and West Albany High School in Albany.

SPECIAL REPORTS

At a fundamental level, courts work to resolve disputes fairly, timely, appropriately, and cost effectively. We must continually examine our procedures to realize those outcomes. Effective docket and caseload management makes justice possible not only in individual cases, but also across the entire justice system... Oregon courts work to provide access to the dispute resolution methods most suited to the party's needs, whether those methods are a settlement conference, jury trial, mediation, or some other process.

— Oregon Judicial Department 2014–2019 Strategic Plan

Circuit Courts

- Five Circuit Court judges were sworn in during 2015 to take the bench:
Columbia: Judge Cathleen B. Callahan
Jackson: Judge David G. Hoppe
Lane: Judge Karrie K. McIntyre
Multnomah: Judge Patrick W. Henry
Yamhill: Judge Ladd J. Wiles
- Three counties and state circuit courts – Union, Jefferson, and Multnomah – moved ahead on courthouse replacement projects in 2015 with the Oregon Legislature’s approval of state matching funds (see page 47).
- Multnomah County Circuit Court Presiding Judge Nan Waller was honored as 2015 Jonathan U. Newman Legal Citizen of the Year by the Classroom Law Project for “her longstanding commitment to children and families in Oregon and for her leadership in the construction of the new Multnomah County Courthouse.”
- OJD Trial Court Administrator for Washington County Circuit Court, Richard E. Moellmer, was recognized by the National Center for State Courts (NCSC) with their 2015 Distinguished Service Award for notable contributions to the justice system.
- Clatsop County Circuit Court Judge Paula Brownhill was presented with the Chief Justice Juvenile Court Champion Lifetime Achievement Award. Judge Brownhill has been a longtime advocate for children to be heard in an age-appropriate manner when appearing in court.
- Governor Kate Brown appointed Umatilla County Circuit Court Judge Daniel J. Hill, a Colonel in the Oregon National Guard, to the post of State Judge Advocate, where he supervises more than 25 judge advocates and legal personnel for the Guard and serves as a legal advisor to the Adjutant General. Hill is only the fifth state judge advocate to serve in Oregon.
- Senior Judge Gayle Nachtigal, Washington County’s second female judge, was awarded the 2015 Emma C. McKinney Distinguished Citizen Award by the Hillsboro Chamber of Commerce.
- Senior Judge Darryl L. Larson, Lane County, was presented with the Oregon Association of Drug Court Professionals’ 2015 Harl Haas Award for “dedication and contributions to drug courts in the State of Oregon.”
- Five circuit court judges retired in 2015 – Marion County: Judge Dennis J. Graves, Presiding Judge James Rhoades; Multnomah County: Judge Alicia Fuchs, Judge Paula J. Kurshner, and Washington County: Judge Thomas W. Kohl.



Richard Moellmer, Washington County Circuit Court Trial Court Administrator (center) receives the 2015 National Center for State Courts Distinguished Service Award on May 13, 2015 at the Washington County Bar Association — Oregon Supreme Court Dinner. The award was presented by Oregon Supreme Court Justice David V. Brewer (left) and Senior Judge Gayle Nachtigal (right).

Tax Court

- Presiding Magistrate Jill A. Tanner retired December 31, 2015, after 18 years of service to the Oregon Tax Court. In May 2015, she was recognized with the Annual Oregon Women of Achievement Award by the Oregon Commission on Women.
- Magistrate Richard D. Davis joined the Oregon Tax Court on September 22, 2015. Before joining the court, Magistrate Davis worked at the Office of Administrative Hearings as an Administrative Law Judge.

2015 Judicial Education Events

OJD’s Office of Education, Training, and Outreach develops and coordinates judicial education programs to ensure that Oregon judges are ready to work with the challenges of changing societal demands on the justice system. Educational seminars, webinars, and conferences held throughout 2015 included Presiding Judges meetings, Judicial Practical Training, Judicial Regional Continuing Legal Education programs, New Judge Seminar, the annual Judicial Conference, and other events.

2015 Judicial Conference

By Oregon statute, the Judicial Conference of the State of Oregon consists of all Oregon Supreme Court justices, Court of Appeals judges, the Tax Court judge, circuit court judges, and senior judges. The Conference meets annually to study and discuss the business of the courts, including new and updated legislation, trends in case law, court procedure and operations, caseload management, and administration practices. Judicial education sessions, trainings, and panel discussions are held for several days.

Subject areas studied and discussed at the 2015 Judicial Conference and business meeting included complex civil litigation, elder abuse reporting law in Oregon, and emerging areas of legal and social justice.

Leveraging Court Technology

Oregon eCourt will give courts and judges the tools they need to provide just, prompt, and safe resolution of civil disputes; to improve public safety and the quality of life in our communities; and to improve the lives of children and families in crisis.

– The Oregon eCourt Vision

Two key areas of OJD’s 2014–2019 Strategic Plan are to modernize court technology systems and to improve public access to user-friendly courts. The implementation of Oregon eCourt technology is the primary tool that modernizes how the courts provide access to case data for the public, through online services including eFiling, ePayment, case information search, court calendar search, online interactive forms, and subscription services.

Oregon eCourt

During 2015, OJD successfully continued its multi-year, statewide implementation of Oregon eCourt technology systems. By the end of 2014, these new systems had been implemented in 14 circuit courts, and OJD eFiling was being used in 11 of those courts to electronically file case documents twenty-four hours a day, seven days a week. Online access to court documents opened for attorneys, government users, and businesses that utilize court data. A mandatory eFiling requirement for attorneys began in all “live” circuit courts on December 1, 2014, and was expanded in 2015 to each new circuit court location 90 days after its Go-Live event.

OJD’s technology program moved into 2015 having migrated 63 percent of case data from OJD’s legacy case management system, OJIN, to the new Oregon eCourt Case Information system (OECI). Over half of OJD’s new cases were being filed through OJD eFiling and processed into OECI. With 22 more circuit courts and the Oregon Tax Court preparing for implementation, OJD began the final phase of statewide implementation, taking multiple courts live every three months from 2015 to June 2016.



Klamath County Circuit Court “War Room” during the June 8, 2015 Oregon eCourt Go-Live. The go-live process is assisted in each court, by onsite support teams for 2 weeks until the court is set to operate the new system on its own. A War Room team is assigned for each go-live court to expedite and solve issues that may occur, keeping the court’s first weeks of business running smoothly.

The new technology systems have required an overhaul and reconfiguration of court business processes, providing multiple opportunities for statewide alignment of the manner in which circuit courts conduct business statewide. Integrations with public safety partners has given court judges and staff access to the most current data and case information at the click of a mouse.

OJD’s new technology includes interactive forms (iForms) that are interview-based and automatically filled in for users by the program, based on the user’s responses – in the proper wording required by the court. Online iForms were made available in 2015, some of which can be eFiled by the public, legal assistance groups, government agencies, and attorneys. The most frequently used family law

forms are in development to be the next set of interview-based forms for use by the public (once numerous policy decisions around the complexity of family law and best practices for statewide online forms are finalized). OJD’s interview-based iForms will be available in circuit courts across the state.

Oregon eCourt’s efficiencies extend to courthouse operations. There are shorter lines at service counters thanks to eFiling, remote document access, and the convenience of OJD ePay to make online payments for traffic tickets and other case payments. Online services for the public allow

SPECIAL REPORTS



Chief Justice Thomas A. Balmer visited with judges and staff at some of the southern coastal courts as they prepared for Go-Live in September 2015. The Go-Live bumped the number of circuit courts using the Oregon eCourt system up to 28, carrying 85% of the Oregon circuit court caseload. (l to r): Judge Jesse C. Margolis and Judge Cynthia L. Baaman—Curry County Circuit Court, Thomas A. Balmer—Chief Justice of the Oregon Supreme Court, and Presiding Judge Richard L. Barron—Coos-Curry County Circuit Courts, 15th Judicial District.

staff to assist self-represented customers and others with more complex issues. And with Oregon eCourt's central collections component, OJD has seen more timely payments, and a rise in collection amounts. Judges are able to access the electronic files of cases they are hearing in the courtroom on computer screens. SessionWorks Judge Edition, an Oregon eCourt component, allows judges to electronically manage documents, apply notes to the case file, and electronically sign judgments while in the courtroom.

With positive, supporting testimony by our public safety partners, legislators, the business community, and OJD leadership, the Oregon Legislature authorized funding in 2015 to complete the implementation of Oregon eCourt in the 22 remaining circuit courts and the Oregon Tax Court. Funding included hiring

authority to provide ongoing support for the technical, training, business process improvement, and accounting functions to sustain Oregon eCourt and to obtain its full benefits in the future. At the close of 2015, 13 additional circuit courts had gone live, converting 90% of cases from the old system to the new Oregon eCourt Case Information system. By mid-June 2016, Oregon eCourt will be live in all circuit courts and the Oregon Tax Court.

Oregon eCourt's tools touch each of OJD's goals to modernize court operations; improve access; promote public trust; provide quality, timely case resolution; engage fully with justice partners to meet the needs of our communities; and use best practices and principles in all aspects of court business. The new technology has improved access to the courts and has the capacity for ongoing development to meet the needs of Oregonians far into the future.

Post-Conviction Review Program

Post-Conviction Relief (PCR) is a proceeding at the circuit court level that challenges a criminal conviction. Following a circuit court criminal conviction, and after any unsuccessful appeal of the conviction to the state appellate courts based on a purported legal error, a defendant may file a PCR petition based on a claim that his or her constitutional rights were violated by the circuit court or through inadequate counsel. New evidence can be added for the judge to review under a PCR claim. A PCR case judgment may also be appealed to the Oregon Court of Appeals.

PCR hearings are held before senior judges, via coordinated remote video connections in a centralized Salem location for cases filed in OJD circuit courts. The Office of the State Court Administrator provides the senior judge, hearings room, and video equipment; and makes docket arrangements for the appearance of the attorneys and scheduled defendants. The circuit court records and maintains the record, the case file and documents, and any public seating.

Attorneys for the state and defense counsel appear in person with the judge in Salem. The petitioner, usually in a state prison, appears

by remote video transmission. The judge receives the case files electronically by disk, or secure server a week before the trial date, generally rules from the bench, and prepares and signs the judgments.

PCR trials are held twice a week, with six to eight cases heard per day. Post-conviction death penalty or life without parole cases that have been filed in Marion County Circuit Court are also assigned to senior judges in OJD's Post-Conviction Review program. This has allowed Marion County trial court judges to focus on other cases currently pending in their court, while also allowing the PCR cases to be resolved in a timely manner.

Case management time, staff time, fuel savings, and leveraging judicial resources are benefits of a centralized and video-conferenced program. The program started with Malheur County in 2000 and currently includes Malheur, Umatilla, Jefferson, Multnomah, Marion, and Washington circuit courts.

Innovative Court Programs

[OJD will work to] create an adequate and stable system of staffing and funding for current and future treatment courts, in areas of drug and mental health courts primarily, and support pilot treatment courts in other docket areas.

—Oregon Judicial Department 2014–2019 Strategic Plan

Specialty Courts (Treatment Courts)

Innovation through Oregon’s Specialty Courts (problem-solving and treatment courts) began in 1991 when the first adult drug court opened in Multnomah County Circuit Court. Multnomah followed the promising lead of a small group of innovative drug courts in other states that were reducing prison populations by introducing diversion programs for qualified offenders. In exchange for completing the requirements of a long-term treatment program, participants could avoid prison time and benefit further through the dismissal of charges.

Over time, drug courts developed a therapeutic model that remains the basis for different types of treatment courts today, offered as an alternative to traditional sentencing options, while helping to reduce prison populations. The model depends on developing a system of engagement and joint effort between separate groups – courts, justice system partners, corrections officials, probation officers, law enforcement, attorneys, government agencies, and community treatment programs.

Oregon has applied the adult drug court model to other case types – Mental Health Court, Veterans Court, Family Dependency Treatment Court, DUII Court, Community Court, and Juvenile Drug Court. There are currently 68 treatment courts in Oregon (See Figure 1), and work is ongoing to structure a permanent alliance of law enforcement, justice, and community treatment partners that will perform specific roles within the system to identify, assess, and divert people, who should be treated rather than jailed, to the appropriate treatment program. Research shows that treatment courts:

Circuit Court	Current Specialty Courts	Circuit Court	Current Specialty Courts
Benton	Adult Drug	Klamath	Adult Drug, Family Dependency Treatment, Juvenile Drug, Veterans
Clackamas	Adult Drug, Community, Domestic Violence, DUII, Family Dependency Treatment, Juvenile Drug, Mental Health	Lane	Adult Drug, Juvenile Drug, Veterans
		Lincoln	Mental Health, Domestic Violence
Clatsop	Adult Drug, Family Dependency Treatment, Mental Health	Linn	Domestic Violence, Family Dependency Treatment, Juvenile Drug
Columbia	Adult Drug, Family Dependency Treatment	Malheur	Juvenile Drug, Mental Health, Justice Court (Veterans Docket) ¹
Coos	Mental Health	Marion	Adult Drug, Family Dependency Treatment, Juvenile Drug, Mental Health, Veterans
Crook	Adult Drug	Multnomah	Community, Domestic Violence, DUII, Mental Health, Veterans
Curry	Mental Health	Polk	Adult Drug
Deschutes	Domestic Violence, Family Dependency Treatment, Mental Health	Union	DUII, Family Dependency Treatment, Juvenile Drug
Douglas	Adult Drug, Domestic Violence	Wallowa	DUII, Juvenile Drug
Harney	Adult Drug	Wasco	Adult Drug, Family Dependency Treatment
Hood River	Adult Drug	Washington	Adult Drug, Juvenile Drug, Mental Health
Jackson	Family Dependency Treatment	Yamhill	Adult Drug, Family Dependency Treatment, Juvenile Drug, Mental Health
Jefferson	Adult Drug, Mental Health		
Josephine	Adult Drug, Mental Health		

Figure 1

¹ The justice court works with the circuit court and other stakeholders.

- Save money. They are more cost effective than imprisonment (Oregon Department of Corrections direct cost per day, as of 2013, is \$84.81 or \$30,000 a year to house a prison inmate, excluding prison operations costs, whereas treatment court programs average \$7 to \$12 a day per offender).
- Reduce prison populations
- Provide closer supervision and accountability
- Require participants to stay in the program for an extended period of time to ensure a better outcome.
- Address development of life skills so that participants can obtain stability, work, and housing after graduation from the program.
- Reduce crime
- Greatly reduce recidivism
- Are a successful example of justice reform

Funding for Oregon’s existing treatment courts comes from state general funds, state grants, county funds, federal grants, and private donations. (Lane County Veterans Court for example, has worked with its community supporters to create a 501(c)(3) entity that funds mentor-mentee relationships and incentives for the veterans in their program). Oregon has not yet secured permanent funding for our specialty courts. OJD continues to advocate alongside stakeholder agencies and organizations and work with the Oregon Legislature to obtain stable, permanent funding and support for treatment courts.

SPECIAL REPORTS

Drug Courts

Using national drug court best practices, Oregon's drug courts have 24 years of experience in addressing drug-related crimes. Statewide, 17 adult drug courts and 10 juvenile drug courts emphasize intervention and comprehensive treatment in a therapeutic setting for offenders involved in substance abuse and related criminal activity. Depending on a circuit court's demographics and case type totals, drug court program requirements and services can vary by county. Diversion is a component of most of Oregon's drug courts, but not all – Clackamas County Circuit Court, for example, focuses exclusively on probationers with the most severe addiction and criminal histories to change their lives using intervention, intensive treatment, and re-entry support services. In Deschutes County Circuit Court, the drug court program focuses on "family drug court," where criteria to participate includes being a justice-involved parent or in a parenting relationship with a child, and where the offender's addictions compromise their child's safety, needs, and welfare.

Drug courts that offer diversion in place of prison sentencing or probation allow offenders to apply for participation in a drug court program after they have been identified as possible candidates by the district attorney, who acts as the gatekeeper, and others. The drug court judge weighs the level of crime committed, criminal history, risk to the public, extenuating circumstances, and information obtained by justice partner and drug team assessments of the individual under consideration. If accepted for drug court, participants are required to successfully work through an individualized program. Treatment plans include treatment for addiction with regular monitoring by an assigned local treatment team, building life skills, sustaining family relationships, and support in finding employment and housing. Regular face-to-face supervision by the drug court judge to review participant accomplishments or setbacks produces a sense of structure and responsibility in offenders, and is a key contributor to successful completion of a drug court program.

Drug courts are statistically shown to reduce recidivism more than any other type of drug treatment program. Program strategies result in breaking the cycle of substance abuse and criminal behavior in offenders with both short and long criminal histories, and offer the greatest opportunity to return offenders to a law-abiding and productive life. OJD's goal is to obtain permanent funding for drug courts and to establish additional drug courts to benefit all of our circuit court communities.

"Over the past decade, the Oregon Department of Corrections has received an increasing number of individuals with significant mental illness sentenced by the courts to confinement in Oregon's prisons – to the point where the department has become the largest single mental health care provider in the State."

—Michael Gower
Assistant Director
for Operations Oregon
Department
of Corrections,
Testimony before the
Oregon Legislature
April 7, 2015



Senior Judge Daryl L. Larson, one of Oregon's pioneer drug court judges in Lane County, pictured here with Mary Lou Haas, was honored by the Oregon Association of Drug Court Professionals (OADCP) as the first recipient of the annual Judge Harl Haas Award in 2015. Judge Larson, like Judge Haas, is one of Oregon's "pioneer" drug court judges, having supervised Oregon's second ever drug court in Lane County, and today, continues his career-long support for drug courts as Chair of the Criminal Justice Commission.

Mental Health Courts

De-institutionalizing therapeutic treatment of mental illness began in the 1960s with the closing of 560,000 out of 600,000 treatment hospitals across the country. It was thought that treatment of mental illnesses through community clinics and supervised group homes would absorb those displaced, but sufficient funding never materialized. Patients with severe personality disorders were abandoned on community streets, with insufficient treatment options, an inability to care for themselves, and nowhere to go. Many became caught in a cycle of arrests and incarceration for crimes attributed to their untreated mental illnesses. Since de-institutionalization in this country, there has been a 400% increase in the number of people with serious mental illnesses incarcerated in U.S. jails and prisons. According to a U.S.

Department of Justice report, approximately 45 percent of federal inmates, 56 percent of state inmates, and 64 percent of jail inmates displayed symptoms of a mental health condition.

Oregon's jail and prison officials are profoundly aware that corrections facilities were not designed to provide therapeutic treatment for mentally ill persons. Out of necessity, prisons and jails have developed mental health screening procedures at intake, in-house mental health programs, use of psychotropic medications; and, over the last few years, they have initiated cutting-edge behavior modification methods such as soothing and positive video imagery rooms. But traditional

SPECIAL REPORTS

[The Conference of Chief Justices] agrees that addressing the issue of mental illness through a problem-solving approach benefits society by reducing recidivism and improving public safety...and,... while leadership [in development of mental health courts] can come from different facets of the criminal justice and mental health systems, judges are particularly well positioned to lead reform efforts because of their unique ability to convene stakeholders.

– Conferences of Chief Justices Adoption of Resolution 11 at the 29th Mid-year Meeting
January 18, 2006

prison protocols like isolation and restraint are still used to control combative behaviors and psychotic outbursts of this high-needs population. These practices show that prison environments cannot replace treatment for the mentally ill. In fact, general prison culture and control methods like isolation and restraint can be particularly damaging to mentally ill offenders, creating a cascade of worsened symptoms, suicides, inability to function when released from prison, and high recidivism rates.

Oregon's Mental Health Court programs, working with law enforcement, corrections, and the treatment community, are best equipped to channel justice-involved citizens with mental illness into a full array of services that can help them make a safe return to the community.

Oregon currently has 13 Mental Health Courts. Offenders who have committed low-level misdemeanor or felony crimes as a result of diagnosed mental disorders may be recommended for admission to a Mental Health Court program by defense attorneys, district attorneys, and probation officers. The court examines extenuating circumstances of diagnosed mental disorders, criminal history, and risk of recidivism before allowing the offender to voluntarily join the program.

For each offender in a Mental Health Court program, a team is led by the Mental Health Court judge and otherwise includes the district attorney, defense attorney, case manager, community treatment providers, and probation officer. The team assesses the offender's risk needs to formulate a mental health treatment plan directed towards recovery and success. The program begins with stabilization, followed by long-term treatment, access to medications, assistance with housing, teaching self-management skills, and support in finding employment. The judge and the mental health court team members ensure that the offender follows the program, makes restitution to the community, and satisfies other court-ordered obligations, including any probation terms, before the offender is graduated from the program.

Oregon's Mental Health Court judges lead the decision-making process that monitors and holds the involved justice partners, human service agencies, treatment providers, and offenders accountable to the mental health court program and to the justice system. Support and funding for additional Mental Health Courts and a unified system of justice and community resources in Oregon could reduce prison populations and costs, help restore people's lives, and make communities safer.



Oregon Snake River Correctional Institution inmates kept in solitary confinement due to combative or destructive behavior, can watch calming nature videos in the "Blue Room." Officials at Snake River worked with the inventor of the Blue Room and a documentary filmmaker to set up the room and obtain nature videos from National Geographic and other sources. Photo by Beth Nakamura, Courtesy of The Oregonian

Veterans Courts

Oregon Veterans Courts invest in addressing the complex needs of offenders who are veterans. Specialized courts for veterans began forming across the country in 2009–2010, as judges observed a large percentage of veterans charged with crimes appearing and reappearing in their courtrooms.

A closer look at justice-involved veterans uncovered fragmented lives with service- or war-related mental and physical illnesses, along with drug and alcohol abuse, leading to incarceration, joblessness, and homelessness (another severe problem that veterans face). Veterans were also dealing with multiple diagnoses that could include substance abuse, post-traumatic stress, cumulative psychological trauma, chronic physical pain, and even deep moral injury caused by wartime violations of personal moral values.

Veterans Courts drew from treatment models and best practices of drug and mental health courts. Those models and practices were applied to specialized interventions and remedies fundamental to healing military and combat-related trauma.

Funding and resources for these courts can come from the state, counties and partner agencies, treatment providers, federal grants, private donations, and the Veterans Administration, which pays for treatment and provides training for veteran "peer mentors" who have experienced the effects of military combat. The mentors are able to develop a strong bond with veteran offenders helping to break through their feelings of isolation.

SPECIAL REPORTS

Treatment courts reduce recidivism and are more cost-effective than incarceration. In the last year, Lane County Veterans Court recently graduated five veteran participants from their treatment program at a savings to the taxpayer of \$266,049.00.

Lane County has 14 current participants in their Veterans Court program.

Veterans Courts are a deliberate partnership of local experts who collaborate in an effort to help veterans get their lives back on track. Experts include the judge, law enforcement, the district attorney, defense attorney, representatives from Veterans Justice Outreach, the county Veterans Service Office, and Veterans Administration; health and benefit coordinators, parole and probation officers, counselors in vocational rehabilitation, community service agencies, and the trained veteran peer mentor. Offenders accepted into the program are assigned a support team made up of members from the Veterans Court partnership. The team meets before each court session to review the case and make treatment recommendations to the court.

There are four Veterans Courts in Oregon. Klamath County Veterans Court has provided some "courtesy veterans program supervisions" for nearby Lane County Veterans Court, and Lane County Veterans Court will also accept transfers from other counties to their veterans program. Marion County Veterans Court does not accept veterans from other counties; and the Multnomah County Veterans Docket and program focuses only on veterans who will be serving probation.

Statistically, Veterans Courts have even lower recidivism rates than our highly successful drug courts, and with rising numbers of military veterans returning from combat, OJD and its justice partners have good reason to advocate for additional veterans court funding.



Problem-Solving Courts

In addition to treatment-based specialty courts, OJD has taken action to decrease the time and financial hardships involved in certain case types that discourage participation in the court process for citizens and businesses by developing problem-solving courts. These courts are based on procedural innovations that streamline traditional court processes in complex commercial (business) cases, civil jury trials, domestic relations trials, and juvenile cases. These revised processes result in courts that are more accessible, flexible, and efficient. Citizens and businesses that choose litigation through these courts can reduce the duration and costs associated with traditional litigation procedures.

Lane County Commercial Court

Lane County Commercial Court was developed as a procedural efficiency, where judicial resources can be shared statewide to relieve the burden that complex

Oregon Judicial Department Veterans Court Statistics 2015

PROGRAM STATS	Klamath	Lane	Marion	Multnomah*
Year Program Started	2010	2011	2012	2014
Defendants Admitted	75	64	46	18
Graduates	51	31	21	2
Terminated	5	19	10	4
Courtesy Admissions	3	-	n/a	n/a
Passed away while in program	2	n/a	n/a	n/a
CURRENT PARTICIPANTS	14	14	16	12

* Multnomah County Circuit Court has a "Veterans Docket" that is not a traditional Veterans Court, but is a "Probation Violation Docket for Veterans." The court identifies veterans who have eligible charges, connects them to VA services, and holds a settlement conference to take the plea and places the veteran on probation with the condition that they follow the program.

SPECIAL REPORTS

Oregon courts work to provide access to the dispute resolution methods most suited to the parties' needs, whether those methods are a settlement conference, jury trial, mediation, or some other process.

— Oregon Judicial Department 2014–2019 Strategic Plan

and lengthy commercial cases place on the dockets of smaller courts. OJD judges with specialized knowledge and experience in large complex commercial cases and lengthy specialized business disputes are assigned to cases participating in the program. The Commercial Court is of tremendous benefit to businesses whose operations can be delayed while waiting for their complex commercial case to move through a circuit court, where criminal and domestic cases usually take priority. The Commercial Court is not exclusively for business cases — non-business, complex civil litigation cases from around the state can also apply to be heard through this specialized docket.

The Lane County Commercial Court is managed by a panel of three judges who review applications, assign judges to hear cases, and determine the most efficient venue for the court and the parties involved — which can include the use of video conferencing or other electronic means.

Parties are required to agree to participate in pre-court resolution efforts, agree to a specific discovery plan, and work to settle issues as quickly as possible. Business litigants benefit by having their complex commercial cases moved through the courts more efficiently at a lower cost, and smaller courts are able to free up their resources to attend to other cases on the docket.

Oregon's Lane County Commercial Court currently has six open cases involving issues of negligence, breach of contract, complex dissolution, and foreclosure.

Expedited Civil Jury Trials

OJD, concerned about increasing litigation costs that a growing number of citizens cannot afford and the continuing decline in civil jury trials caused by a variety of factors, implemented the Expedited Civil Jury Trial program in 2010. The program offers a more expedited version of the jury trial for less complex civil cases while protecting the right to a jury trial. Parties forego all forms of alternative dispute resolution (including mandatory arbitration) and agree to limited discovery and pre-trial motions, which reduce litigant costs and move the case through the court more quickly. A jury trial is guaranteed within four months of the order designating the case as an expedited case. The program as established under Uniform Trial Court Rule 5.150 is an opt-in program. In 2016, opt-out pilot programs for civil cases not exceeding a value of \$100,000 (and including other features that vary from the opt-in program) will be initiated in Jackson and Lane Circuit Courts, to encourage more participation in the program.

Deschutes County Informal Domestic Relations Trial

Deschutes County Informal Domestic Relations Trial (IDRT) cases include divorce, separation, unmarried parent, child custody, or support modification, where parties agree to forego traditional courtroom procedures. Parties to the case can speak directly with the judge without interruption or objection from the other side; the judge asks questions to help the parties provide the information that the judge needs; attorneys are optional; witnesses are not allowed to testify unless the court approves an expert witness; and there is no cross-examination. Generally, the judge makes a decision the same day as the trial.

The informality of the program is less stressful and saves self-represented litigants in domestic relations cases time and money — improving access to justice for those who cannot afford an attorney. IDRT cases also take less time to present and decide; are more flexible for the parties involved; and reduce case management time for the courts.

Deschutes County Circuit Court held a total of 71 trials during 2015 in domestic relations cases. Of those cases, 42 were dissolutions, 23 were custody cases, 4 were separations, and the remaining two were “other.” Eighteen of the trials were IDRT, consisting of 12 dissolutions and 6 custody cases.

Jeff Hall, Deschutes County Trial Court Administrator, reported that, in two of the IDRT cases, one party was represented by an attorney, and, in four of the IDRT cases, both parties elected to have their attorneys present. “In cases in which a litigant did not have counsel present at the IDRT, but for which the litigant had pre-IDRT coaching and preparation with an attorney” he said, “I would estimate up to one third of IDRT cases involved at least one party who had consulted with an attorney in preparation for the IDRT.” In discussions with several attorneys, Hall learned that attorney-represented clients opted for the IDRT for several reasons:

- The IDRTs are less expensive for represented clients.
- The IDRTs are scheduled sooner and are more likely to be heard on the date scheduled.

- There are strategic legal reasons to opt for the IDRT, including not having to schedule witnesses and being allowed to introduce information that might be excluded under the rules of evidence in a traditional trial.

The IDRT process has proved to be a success with self-represented litigants, attorneys who provide advice to these litigants, and the case management process in Deschutes County Circuit Court. The State Family Law Advisory Committee has recommended to the Chief Justice and State Court Administrator that the Informal Domestic Relations Trial be expanded to all circuit courts statewide.

Juvenile Court Programs

Federal laws passed in 1980 called upon state courts to provide judicial oversight of court and stakeholder processes in juvenile dependency cases. As state courts took on this oversight role, federal compliance reviews noted that juvenile court processes varied from state to state, prompting child welfare and legal partner stakeholders to lobby for federal funding to help state courts move ahead with juvenile court reforms. The Court Improvement Program (CIP) was established, along with other federal child and family services programs, to help state courts strengthen oversight of juvenile dependency cases and to provide funding for court process assessment, reform, and implementation of more effective court processes.

CIP grant funding has helped state courts to establish standard, periodic status reviews of children in care, collaborate with and monitor the

SPECIAL REPORTS

Oregon judges who hear juvenile cases sit on the State's Circuit Courts.

In some larger counties, the Circuit Court assigns judges to hear only juvenile cases; in most of the other counties, a judge may be assigned to hear juvenile, domestic relations, civil, and criminal matters. Juvenile judges typically preside over a variety of case types, including dependency, delinquency, termination of parental rights, emancipation, expunction, and juvenile drug court cases. Across the state, approximately 70 judges regularly hear juvenile cases.

– Court Observation Study of the Oregon Juvenile Court Final Report 2015 NCSC

tasks required of other involved stakeholders (attorneys, caseworkers, guardians, court-appointed special advocates), and to develop and implement strategies that will enhance the outcomes of their juvenile court programs. Funding is used to provide training for judges, stakeholders, and volunteers involved in child welfare cases.

The Juvenile Court Improvement Program

OJD's Juvenile Court Improvement Program (JCIP) utilizes CIP funding to provide training, technical assistance, and support across 26 counties, helping local circuit courts improve their juvenile court practices. Each local court collaborates with their county's child welfare stakeholders and JCIP staff to form a "model court team" whose ongoing mission is to create improved strategies that remove barriers to timely, stable, and permanent placement for juveniles involved with the justice system or in child abuse and neglect cases.

JCIP support sends OJD judges and staff to attend or present at national child welfare conferences; provides webinars and utilizes online and in-person training for judges, child welfare stakeholders (attorneys, caseworkers, guardians, court-appointed special advocates (CASAs) and Oregon's citizen volunteer foster care review board); and gives presentations at yearly educational conferences. Trainings and educational conferences consider current issues of substantive law, new legislation, OJD initiatives, caseload management, performance measures, and significant issues impacting juvenile dependency and development. During 2015, JCIP was involved in:

- The annual "Through the Eyes of a Child" Conference for juvenile court judges. Topics included Engaging Children in Court, Adverse Childhood Experiences, strategies for permanency, and transitioning youth to successful adulthood.
- The statewide Summit on Child Abuse and Neglect for model court teams and stakeholders who were able to work through case scenarios and ask experts on trauma and substance abuse questions about best practices.
- A workshop at the Shoulder to Shoulder Conference for foster parents, CASAs, foster youth, and others about how to participate in and contribute to the Citizen Review Board (CRB) process.
- Webinars and eModules, including: a webinar in collaboration with the Oregon Department of Human Services on the new requirements of the Preventing Sex Trafficking and Strengthening Families Act, State Court Findings for Abused Juveniles Seeking Special Immigrant Status, and

eModules for judges on dependency hearing types – Shelter, Adjudication/Disposition, Review and Permanency, and the Indian Child Welfare Act.

- Providing data reports compiled by JCIP staff on many juvenile court improvement efforts to distribute to judges, local model court teams, OJD committees, and collaborative partners informing data-based decision-making aimed at improving juvenile dependency courts.

The Citizen Review Board

Federal law requires that court cases of children in foster care be reviewed every six months at a minimum, to monitor services and watch for the change in conditions that will allow moving children to permanency. The Oregon Legislature established OJD's Citizen Review Board (CRB) to ensure that foster care cases are reviewed regularly and that other stakeholders apply required processes, such as conducting a search for relatives, providing assessments of children and needed services, helping foster parents succeed in their role, and ensuring visitation with parents. The reviews are conducted by CRB members made up of trained volunteers from the community (whose backgrounds are scrutinized thoroughly) and who are required to follow board standards, applicable state and federal laws, and confidentiality laws.

CRB members are appointed by the Chief Justice of the Oregon Supreme Court and sworn in by the Presiding Judge of the county circuit court. Currently, there are 59 boards in 33 of Oregon's 36 counties and approximately 300 members statewide.

Frequent case reviews conducted by the CRB provide valuable information for the court as it considers moving children in foster care cases forward to permanency. CRB reviews are less formal than a court hearing, providing youth, parents, and foster parents a more relaxed environment in which to provide information to reviewers.

CRB staff and their advisory committee worked throughout 2015 to analyze the program's strengths, weaknesses, opportunities, and risks to develop CRB priorities for a five year strategic plan. They determined that the plan should correlate with some key strategic goals of OJD's Strategic Plan for 2014-2019:

- Increase Public Access to Justice
- Promote Public Trust and Confidence
- Provide Quality and Timely Dispute Resolution
- Engage Actively with Justice System Participants and Community
- Advance Best Practices in Judicial Administration

The work of JCIP staff and CRB volunteers is vital to ongoing court reform in juvenile justice cases and helps ensure state compliance with federal and state laws governing child welfare and foster care requirements in court cases.

Juvenile Justice Mental Health Task Force

Juveniles with mental health disorders who become involved in the juvenile justice system experience the same pitfalls that adults with mental health conditions encounter with the justice system – lack of a unified system of assessment, intervention, treatment, and care. The lack of facilities for emergency placement in communities across Oregon results in justice-involved juveniles with mental health disorders being held in detention centers, where screening for mental disorders is not legally required. Although 94% of justice-involved female juveniles and 74% of male juveniles have been previously diagnosed with a mental health disorder, only 37% of Oregon's county juvenile departments perform some form of mental health screening, the quality of which is tied to county resources and policies. As in the case of adult prisons, juvenile detention

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Seventy-three percent of Oregon's juvenile court judges surveyed indicated committing at least one, and sometimes multiple, youth within the past year to an Oregon Youth Authority correctional facility because there were no other options at the local level to serve the youth's mental health needs.

— Oregon State Court Juvenile Justice Mental Health Task Force, Report and Recommendations 2016

settings are ill-equipped to handle juvenile mental health crises. As a result, the behaviors and mental conditions that created a conflict with the justice system to begin with are only exacerbated.

In 2014, Chief Justice Thomas Balmer appointed a statewide task force to study the existing mental health care services for Oregon's justice-involved juveniles to identify inadequacies and gaps in services. The Task Force was asked to provide a report on their findings, along with a set of recommendations initiating reform of the system and expansion of services to establish a more adequate and accountable juvenile mental health care system. The Juvenile Justice Mental Health Task Force brings together an experienced group of leaders selected by the Chief Justice to complete the statewide study. The Task Force includes juvenile care experts from OJD; Oregon Health Authority; Oregon Youth Authority; Department of Child Welfare; Oregon Health and Science University's Division of Child and Adolescent Psychiatry, the Department of Education; the Youth Development Council; the Juvenile Department Director's Association; Attorneys from Youth, Rights, and Justice; Youth Villages; Trillium Family Services; Association of Oregon Community Health Programs; Coordinated Care Organizations; and the Oregon Family Support Network. Task Force recommendations include:

- Development of a coordinated system of all juvenile mental health stakeholders that uniformly screens, identifies, and treats mental disorders before there is involvement with the juvenile justice system. The "first points of contact" in juvenile mental health crises — schools, medical providers, child welfare, law enforcement, and juvenile departments — are best positioned to encounter juveniles with mental disorders and co-occurring drug abuse issues, initiate assessment and intervention processes, and collect information for a statewide data-sharing and tracking system that will direct decision-making on diversion, treatment, and rehabilitation programs. Funding will be needed for innovative programs that assist "first point of contact" stakeholders with these tasks.
- Use of a standard set of core policies, practices, and programs to guide stakeholders working with juveniles. The work of all stakeholders will contribute to a mission of community responsibility for juveniles within this system. A database should be provided to collect, share, track, and analyze information on juveniles entering the system.
- Engage stakeholders in collaborative input on crisis placement, diversion programs, treatment, and rehabilitation approaches, avoiding restrictive



Oregon Supreme Court Chief Justice Thomas A. Balmer met with Citizen Review Board (CRB) members (left) Diane Flansburg from Lincoln County and (right) Michal Alkoff from Yamhill County, to review the CRB's new Five Year Strategic Plan. Priorities in the plan were identified by meetings with Leola McKenzie, Director of Juvenile and Family Court Programs Division, CRB staff, and 20 volunteer board members from 17 different counties. Photo by Leola McKenzie, Juvenile and Family Court Programs Division Director

- juvenile justice detention facilities and hospitals unless a crisis poses a public safety risk. Screening and services should be trauma-informed and developmentally appropriate. Pre-adjudicatory mental health screening information should not be used to put the juvenile's legal interests at risk.
- Crisis placement for juveniles should be selected from community-based mental health services. First-choice options should range from in-home services, temporary foster care, or residential treatment facilities. A statewide clearinghouse should be developed listing available facility openings.
- Reform juvenile justice detention facilities to meet the system's adopted standards and best practices by providing mental health screening, timely assessments, suitable environments designed to rehabilitate mentally ill juveniles, and support for issues that revolve around gender, race, culture, faith, and socio-economic status. Community transitional programs should be part of the juvenile justice mental health program upon release from detention.
- Regulate administration of psychotropic drugs or other prescribed medications to justice-involved juveniles according to the same rules statewide.
- Establish a "Children's Cabinet" represented by the three branches of state government — Judicial, Executive, and Legislative — to coordinate and support the efforts of the system's stakeholders on a statewide level.
- Establish a legal framework for recognized, enforceable agreements and data sharing covering coordinated actions between schools, law enforcement, community service providers, child welfare, juvenile justice facilities, and the courts.

The Task Force recommendations were derived from answers to a Task Force survey of Juvenile

SPECIAL REPORTS

“The JRI [Justice Reinvestment Initiative] gives judges the opportunity to help craft sentencing alternatives and provide more and better options to hold offenders accountable and reduce recidivism.”

—Oregon Supreme Court Chief Justice Thomas A. Balmer

Departments and Juvenile Court judges in Oregon’s 36 counties who work with juveniles in crisis. The survey responses describe a scattered and broken juvenile system that works against coordination across stakeholder functions — for example, there is trouble obtaining background information, child welfare, medical records, and signed releases from other agencies. Both groups identified the lack of emergency placement and secure treatment options as a major barrier that sends the intervention process adrift for juveniles in crisis.

Bringing Oregon’s juvenile justice and mental health care stakeholders together as a task force to begin sharing information, defining needs, and building a foundation of coordination is a breakthrough for juvenile care and services. The development of a “Children’s Cabinet” with Judicial, Executive, and Legislative Branch representatives is a critical next step to accomplish the reforms set forth by the Task Force.

Tribal-State-Federal Court Forum

In 2015, OJD helped plan a State and Tribal Court Judges Convening to explore processes to improve legal collaboration and communication on issues and certain cases involving state courts and tribal courts. The day-long convening was held on August 12, 2015. Sessions included presentations by tribal judges, panel discussions on the Indian Child Welfare Act (ICWA) and the Violence Against Women Act (VAWA), Networking, Judicial Leadership and Collaboration, Examination of Other State Collaborations, and a Future Planning Discussion. Tribal Law and Policy Institute representatives, attorneys who handle tribal issues, Casey Family Programs staff, JCIP staff, and a total of 22 judicial officers — 13 circuit court judges, seven chief tribal court judges, one federal judge, and one Oregon Supreme Court Justice attended.

Oregon Supreme Court Justice Martha L. Walters, who co-chaired the Convening Committee with Confederated Tribes of Warm Springs Judge Lisa Lomas, reports that tribal concerns include issues faced by Native Americans in accessing justice in the state courts: “Those issues,” she states, “include distance from courts, lack of understanding by state court judges and staff of tribal culture and customs, and mistrust by tribal members based upon historical exclusion and inequity. Many tribal courts lack the resources necessary to

engage state courts on an equal footing, denying both tribal and state courts the ability to effectively administer cases, enforce court orders, and address operational concerns across jurisdictional boundaries.”

The convening group put forward issues, ideas, and solutions that state, tribal, and federal courts could collaborate on to achieve common benefits between the jurisdictions. The attendees recommended that a planning committee begin drafting a proposal to submit to the Chief Justice, seeking approval to continue their work through a permanent Tribal/State/Federal Court Forum.

Justice Reinvestment Initiative

The Oregon courts are closely involved in a statewide criminal justice reform effort through the Justice Reinvestment Initiative (JRI), which funds programs and services designed to safely reduce Oregon’s prison population and decrease rates of recidivism by implementing alternatives to prison sentences for non-violent offenses. Oregon’s Justice Reinvestment program provides grants to counties for the development and expansion of proven programs that reduce the number of offenders being committed to prison.

Chief Justice Thomas A. Balmer appointed two circuit judges (Presiding Judge Richard Barron, Coos-Curry Counties, and Judge Julie Frantz, Chief Criminal Judge Multnomah County) to serve on the state Public Safety Task Force that oversees implementation of the JRI. Across Oregon, courts are represented and provide active participation on each county’s Public Safety Coordinating Council that oversees the expenditure of grant funds and the development of local community corrections programs.

Oregon county programs supported by Justice Reinvestment grants are aimed at reducing criminal behavior and diverting offenders from prison populations utilizing data-driven approaches that:

- Expand the use of specialty courts that provide supervision and treatment to reduce recidivism — such as adult drug

courts — and re-entry courts to determine and monitor post-prison supervision conditions for the successful integration of offenders returning to the community from a prison sentence.

- Expand drug and alcohol treatment programs, either in jails or through community providers.
- Assist with housing, transportation, job-training, and other conditions that limit the offender’s ability to stabilize his or her life.
- Expand community-based services to crime victims, including additional assessments, treatment, and access to courts for protective orders.

Savings generated by diverting otherwise prison bound eligible offenders into these programs are then redistributed to build additional programs and program capacities that help people succeed in the community. Future Justice Reinvestment funding in counties throughout Oregon is based on the evaluation of program effectiveness in comparison to prison intake data.

Equal Justice For All

The Conference of Chief Justices and Conference of State Court Administrators: Reaffirming the Commitment to Meaningful Access to Justice for All in Resolution 5, which:

- Envisions state systems in which everyone has access to effective assistance for their essential civil legal needs
- Calls for courts, Access to Justice Commissions...and other essential partners, including civil legal aid organizations and the Bar, to work together...to reach the goal of effective assistance for all
- Urges the National Center for State Courts and other national organizations to develop tools and provide assistance to states in achieving the goal

Over the last two decades, OJD has worked with justice system stakeholders to establish a process of inclusion and fairness as the landscape of Oregon’s cultural and human diversity broadens. Insight into racial, ethnic, limited English speakers, gender identity, elder abuse, disability, human trafficking issues, and the need for qualified legal representation in child dependency cases continues to unfold in our communities, requiring our courts to accommodate diverse needs if there is to be justice for all citizens.

Growth continues in OJD’s offering of interpreters for limited English speakers. Court Language Access Services provides interpreter services for case participants – and crime victims (with the passage of a May 2015 bill) – covering 180 languages and dialects, and provides certified interpreters for the hearing impaired. For self-represented litigants, OJD is examining the benefits of unbundled legal services and the adoption of court processes to facilitate unbundling for litigants in the circuit courts. The Oregon eCourt technology program has implemented a series of online services, including interactive forms, eFiling, ePay, and the ability to search case and court calendar information online, providing 24-hour access to information and assistance.

The Oregon Supreme Court Council on Inclusion and Fairness

In 2015, Chief Justice Thomas A. Balmer established an ad hoc committee to study OJD’s access and fairness activities and to make recommendations responsive to Oregon’s access and diversity needs. That committee, chaired by Supreme Court Justice Richard C. Baldwin, submitted a proposal at the end of 2015 asking the Chief Justice to approve a permanent council named the Oregon Supreme Court Council on Inclusion and Fairness (OSCCIF) to:

- Assist in and monitor the implementation of strategies in OJD’s 2014–2019 Strategic Plan specific to inclusion and fairness.
- Identify ways to integrate inclusion and fairness into OJD’s internal and external business practices and procedures, and coordinate these efforts.
- Establish and monitor effective methods that will allow OJD to reach out to a diverse community and understand what is required to ensure that all citizens will receive access and fairness in the courts.
- Examine lessons learned from the past OJD Access to Justice Committee.
- Advise the Chief Justice and the State Court Administrator concerning access, inclusion, and fairness issues.

As a result of the study, the Chief Justice approved creation of the new council to assume operation in 2016.

State Family Law Advisory Committee

The State Family Law Advisory Committee (SFLAC), created pursuant to ORS 3.436, reviews family law programs, identifies issues, and supports the advancement of helpful court and legal services for families and vulnerable persons involved in court proceedings. The committee advises the Chief Justice and State Court Administrator on programs, policies, and court rules in the area of family law. Members of SFLAC are appointed by the Chief Justice and include a knowledgeable selection of family law stakeholders – judges, trial court administrators, mediators and evaluators, attorneys, family court service providers, and representatives from various state agencies. The current SFLAC Chair is Judge Paula Brownhill, Clatsop County Circuit Court.

SFLAC subcommittees conduct research, draft publications on issues involving family law and the courts, and make proposals for recommendations to the Chief Justice and the State Court Administrator. Currently there are seven SFLAC Subcommittees:

- Court/Child Support Agency Coordination
- Domestic Violence
- Legislative

- Parental Involvement and Outreach
- Self-Representation
- Mediation
- Protective Proceedings

Rules for Limited Scope Representation (Unbundling)

Over the last ten years, state courts have seen a steady rise in the numbers of self-represented litigants in domestic relations cases who cannot afford an attorney. Unbundled legal services gives those who would not be able to pay a large retainer fee for full representation access to specific legal advice and case strategies, to help clients make sound judgements as they represent themselves in court. The attorney may complete tasks for the client such as reviewing documents, organizing evidence, writing pleadings and orders, making a limited appearance in court, or any number of tasks agreed upon by the client and attorney. Offering unbundled legal services can also build an attorney’s customer base and develop an expanded purpose for legal offices within the community.

Between 2014 and 2015, State Family Law Advisory (SFLAC) committees, subcommittees, and a Limited Scope/Unbundling Workgroup developed recommendations detailing “filing and service requirements for limited scope representation in domestic relations cases (unbundling).” A proposal followed by a draft rule change proposal was submitted to the Chief Justice and State Court Administrator supporting the adoption and promotion of limited scope representation processes in Oregon circuit courts. The recommendations included:

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The Oregon Legislature instructed the Task Force on Legal Representation in Childhood Dependency (chaired by Oregon Supreme Court Justice David V. Brewer) to form subcommittees that will examine issues that affect the overall Task Force mandate:

The Subcommittees:

- *Performance Standards*
Chair: Angela Sherbo, Attorney
- *Quality Assurance*
Chair: Leola McKenzie, OJD Juvenile & Family Court Programs Division Director
- *Crossover Cases*
Chair: Presiding Judge Nan Waller, Multnomah County Circuit Court
- *Unlawful Practice of Law*
Chair: Presiding Judge Daniel Murphy, Linn County Circuit Court
- *Alternative Models*
Professor Leslie Harris, University of Oregon

- Enact unbundling-friendly court rules.
- Develop user-friendly court forms for attorneys to make or withdraw from limited scope appearances. (New forms will be available in 2016.)
- Offer informational materials to self-represented litigants.
- Study the needs and composition of self-represented litigants to better serve them.
- Enhance judicial and staff education on how to help self-represented litigants.
- Allocate increased resources to help self-represented litigants.
- Educate all court personnel on ways to help self-represented litigants with unbundling resources.
- Ask the Oregon State Bar to notify mediator groups and the Oregon Mediation Association of unbundling court practices and procedure changes.
- Support and encourage local bar associations to offer education to attorneys on delivery of unbundled legal services.
- Judges should consider limited scope representation in fee and cost requests.
- Adopt an evaluation process on the effectiveness of court unbundling initiatives.

OJD's Informal Domestic Relations Trial (IDRT) program offered by Deschutes County Circuit Court (see page 28), where a good number of litigants have chosen to seek limited advice or assistance from an attorney before attending an IDRT hearing, has shown that unbundled services facilitate the self-representation process for litigants. In addition, OJD's growing online interactive forms technology will be a resource not only for the public, but for attorneys to assist their self-represented clients.

Task Force on Legal Representation in Childhood Dependency

During 2015, the Oregon Legislature passed a bill creating the Task Force on Legal Representation in Childhood Dependency. Some of the issues that prompted the passage of the bill have occurred over the last decade, the result of an outdated model of legal representation in dependency cases that has not kept pace with present-day costs of retaining attorneys for dependency cases. Attorneys who represent the State, the Department of Human Services (DHS), or children and parents cannot afford to take on the extensive work involved in dependency cases for the scheduled wages or flat fees that have not changed

over the last decade. In assigning a proposed scope to the task force, the Legislature described the issue of funding for legal representation:

"The Legislature allocates the larger DHS budget. From this budget, the DHS must pay the Department of Justice based on its hourly charges and supplement the work of the district attorneys. The cost of the current system has forced DHS to make difficult decisions about when to seek legal advice and request representation in court. The Legislature also allocates the larger Office of Public Defense Services (OPDS) budget. From this budget the OPDS must support the work of over 300 attorneys who represent parents and children across the state. A constraint on resources and the prevailing billing model in the current system require these attorneys to take on unmanageable caseloads to support themselves or their agencies. A constraint on judicial resources for dependency cases and inadequate access to legal resources for Oregon's Court Appointed Special Advocates (CASAs) also affect this model." The most critical issue is that the current legal representation model puts the rights and safeguards of children and families, as well as other parties to dependency cases, at risk.

The mandate of the Task Force on Legal Representation in Childhood Dependency is to protect the due process interests of, and promote the best possible outcomes for, children and families in the child welfare system by providing recommendations on:

- A model of representation for children, parents, the DHS, and the state in dependency cases that will improve outcomes for and fulfill the state's responsibility to provide justice for Oregon children and families.
- Determination of resources necessary to support this model.

The task force will identify current obstacles to quality representation and provide recommendations on how to improve Oregon's child welfare system through legal representation to the Oregon Legislature. The 18-member task force representing all three branches of Oregon government includes four Legislative Representatives, five members appointed by Chief Justice Thomas Balmer, seven members appointed by Governor Kate Brown, and two members appointed by Attorney General Ellen Rosenblum.

Human Trafficking - State Plan

In 2015, the Oregon Judicial Department continued joint efforts with the other branches of state government to address the problem of human trafficking in Oregon, with a particular focus on sex trafficking.

The federal Preventing Sex Trafficking and Strengthening Families Act was passed in 2014 to help reduce sex trafficking of youth in the foster care system, increase the speed of permanency for foster children, and increase the amount of child support for families. States are required to ensure that specific provisions be implemented in dated increments set by the provisions in the Act. The sex trafficking provisions include:

- Identify, document, screen, and determine services for foster care children who are victims of or at risk of sex trafficking.
- State child welfare agencies must immediately report children in their care identified as sex trafficking victims to law enforcement.
- State child welfare agencies must report the numbers of children in their care identified as sex trafficking victims to the U.S. Department of Health and Human Services (HHS).
- State child welfare agencies are required to report missing youth to law enforcement within 24 hours for entry into the National Crime Information Center and to the National Center for Missing and Exploited Children.
- State child welfare agencies are required to develop and implement protocols to quickly locate children who run away or are missing

SPECIAL REPORTS

Elder abuse is an umbrella term that may include physical, sexual, or emotional abuse; financial exploitation; and neglect, abandonment or self-neglect. With our nation's population continuing to grow older, it is important that courts provide appropriate judicial solutions that respect the values and wishes of elder abuse victims while protecting their welfare, easing access of appropriate cases to the court system, and enhancing coordination among courts and community resources.

—The National Center for State Courts, Elder Abuse Resource Guide

from foster care, determine the child's experiences while absent from care, develop screening to determine if the child is a sex trafficking victim, and report information to the HHS.

OJD's team has helped implement the provisions of the Preventing Sex Trafficking and Strengthening Families Act by working with partners to bring Oregon statutes into compliance, and providing sex trafficking training to CRB's, judges, juvenile law attorneys, other stakeholders, and conducting outreach to OJD's Model Court Teams. During 2015, the team attended the National Summit on Human Trafficking & the State Courts in New York, the National Convening on Trafficking & Child Welfare at the White House, and held an education program for judges with national and local experts on human trafficking statistics, trends, and initiating active engagement to combat this issue.

Looking forward to activities in 2016, the team expects to work with the Governor and other stakeholders to improve Oregon's response to domestic violence, sexual assault, and sex trafficking challenges. In particular, the Governor will lead an interbranch initiative to develop a framework, charge, proposed legislation, and resources to improve Oregon's response to addressing sex trafficking, sexual assault, and domestic violence problems.

Protective Proceedings for Elders

The "baby boomer" generation (people currently between 52 and 70 years old) are aging into their more senior years at the rate of 10,000 per day. As the elder population expands, we are seeing a rise in reports and investigations of elder abuse by family members, acquaintances, caregivers, scammers, and care facilities. Specific laws that protect the elderly, community awareness, and mandatory reporting (by doctors, law enforcement, attorneys and others) are also bringing abuse issues that used to be hidden behind closed doors to light. Judges are seeing an increase in elder abuse cases in their courtrooms, necessitating continued education of judges, attorneys and law enforcement; and coordination with community services and adult welfare partners. Statewide court procedures and business processes for protective proceedings will need to be reviewed and developed.

So that the courts and their legal partners will be prepared to meet these growing needs, OJD's State Family Law Advisory Committee (SFLAC) formed a new Protective Proceedings Subcommittee in 2015. The group will develop education strategies, best practices, and procedures to help protect Oregon's elderly and incapacitated citizens. Subcommittee priorities include:



Multnomah County Circuit Court Judge Katherine Tennyson (right), who works and lectures extensively on elder abuse issues, and Attorney at Law Teresa Hollis - President of Guardian Partners (left) speaking before a Guardian Partners celebration to add Clackamas County to their education program for guardian monitors.

- Best practices/statutory compliance
- Standards of decision-making
- Least restrictive alternatives
- Recognizing incapacity
- Guardians vs. guardians ad litem
- Procedures for oral objections
- Revising substance and timing of guardian reports
- Mediation in protective proceedings
- Standards for professional fiduciaries
- Monitoring of all fiduciaries
- Conservatorship accountings
- Elder Circle planning
- Medical records and treatment teams

Guardian Partners

Public resources are inadequate to provide the level of personal attention and detailed review that each protected person under guardianship deserves. OJD works with Guardian Partners, an education and recruiting organization that trains volunteer guardians, monitors, and conservators to assist the courts and help

protect vulnerable elders. Guardian Partners' mission is to assist the courts in protecting vulnerable Oregonians with trained and supervised volunteers to monitor guardianship proceedings, reducing the potential for abuse, neglect, and exploitation. Guardian Partners volunteers are an independent source of information for the court. Volunteers undergo training in guardianship monitoring from trainers in the field of gerontology, elder law, and disability services. In 2015, Guardian Partners volunteers monitored 72 Multnomah County cases and one Marion County case, resulting in recommendations for interventions on 16 circuit court cases:

73 Monitored Cases in 2015	
Intervention Recommended	16 Cases
Immediate intervention	2
Termination of guardianship	5
Change of guardianship	6
Appoint co-guardian/ successor	3

SPECIAL REPORTS

[OJD will improve]
Limited English Proficient
Person Services:

- Use technology and other means to expand access to language services at public counters, kiosks, courtrooms, and online.
- Expand remote video interpreting and translation services to all courtrooms and courthouses.
- Increase the number of languages that can be certified or registered.
- Train judges, court staff, and recurring governmental participants in procedures for the use of language interpreters, translators, remote video services, and culturally diverse customs that may affect behavior of persons in the courtroom.

— Oregon Judicial
Department 2014–2019
Strategic Plan

Court Language Access Services

OJD's Court Language Access Services (CLAS) coordinates access to interpreting services in Oregon circuit courts in more than 180 languages and dialects, including remote interpreter services through phone or video and sign language services for the hearing-impaired. With the passing of OJD-sponsored legislation in 2015, interpreters are also provided for crime victims who want to attend court hearings. During 2015, CLAS answered 32,815 requests for interpreters, 1,038 of which were provided via telephone or video services.

CLAS provided continuing education to 325 interpreters and held training sessions on how to work with interpreters for 14 judicial and legal community groups in 2015. Language access training for OJD court staff was given in 21 counties — Benton, Clackamas, Clatsop, Crook, Douglas, Hood River, Jackson, Jefferson, Josephine, Linn, Malheur, Marion, Morrow, Multnomah, Polk, Tillamook, Umatilla, Wasco, Washington, Wasco, and Yamhill. The training included orientation to Title VI of the 1964 Civil Rights Act, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance; as well as orientation to identifying language needs; obtaining an interpreter; remote interpreting services; accessing OJD translated forms; and filing a language access complaint.

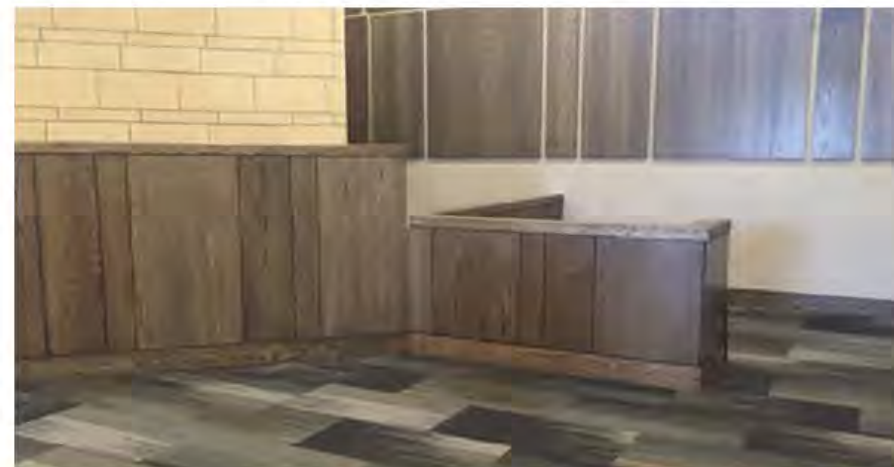
Access for Court Customers with Disabilities

The Oregon state courts provide accommodations including assistive devices and sign language interpreters as necessary to ensure that court visitors, jurors, and case participants with disabilities have access to the court's services and programs. Each circuit court has an Americans with Disabilities Act (ADA) coordinator who can be contacted to ensure that accommodations are available. There is a statewide ADA coordinator located at the Office of the State Court Administrator, which maintains a webpage on the OJD website that provides information on adjusting text size for various browsers, accessing services, and other information on OJD ADA compliance policies and grievance procedures.

ADA access tools and procedures are taken into account as OJD's new Oregon eCourt technology provides online services and develops additional components. OJD websites offer a text-only alternative for disabled court customers, who can use screen reader software and text-to-speech software to access OJD's website and online services.



The new Jefferson County Courthouse (open to the public on July 18, 2016) will provide a lowered section of public counter space (see photo above), and a floor level witness stand in all courtrooms for easy wheelchair access (see photo below). The front row in all jury boxes (not pictured) will also be at floor level and will provide a wheelchair space with the front row chairs.



OJD's new courthouse facility and refurbishing project plans are reviewed and updated to include current ADA accessibility features. Projects during 2015 included updating accessibility in two new courthouses and five updated facilities.

Reoccurring education programs are provided for judges and court staff on awareness and appropriate customer service responses for ADA customers and courthouse access accommodations.

Strategies for the Future

The Work of CREW

OJD's Court Reengineering and Efficiencies Workgroup (CREW) continued its work throughout 2015 to identify, review, and recommend court efficiencies to the Chief Justice. CREW includes judges and trial court administrators from circuit courts across the state who identify and evaluate court innovations, tying them to the key strategic goals outlined in OJD's 2014-2019 Strategic Plan:

- Protect Public Access to Justice
- Maintain Public Trust and Confidence
- Provide Quality and Timely Dispute Resolution
- Collaborate with Justice System Partners and Other Stakeholders
- Enhance Judicial Administration

CREW spent the past year engaged in review of multiple statewide business processes (many of which followed time-sensitive requests); started efforts to identify and evaluate opportunities to more effectively utilize judicial resources throughout the state; drafted, adopted, and implemented the Oregon Docket Management Initiative (ODMI); revised the OJD Strategic Plan (now set for the next five years); and began initial efforts to expand how OJD communicates to internal and external stakeholders. CREW continued to find new efficiencies, shared in the efforts toward improvements within OJD for all stakeholders, and actively worked toward consistency with available resources. The active engagement, timely responses, and valuable feedback from the members of CREW continue to advance the mission of OJD to provide fair and accessible judicial services that protect the rights of individuals, preserve community welfare, and inspire public confidence. The work of CREW is conducted by three ongoing subcommittees and two ad hoc workgroups. The standing subcommittees, Business Processes, Organization and Structure, and Communication (Outreach, Internet, and Social Media), undertake new assignments throughout the year. Ad

hoc workgroups were given the charge to refresh the OJD Strategic Plan and develop the Oregon Docket Management Initiative (ODMI). Highlights of CREW activities include:

Business Processes Subcommittee

As each circuit court prepares to "go live" with the Odyssey case management system, OJD identifies approaches for workflow and docket processes that have the potential to increase efficiencies and promote statewide consistencies. The review of these business processes is vetted through the subcommittee, which reviews, analyzes, discusses, and may take a second look in an effort to find the best option for a statewide solution. Topics considered in 2015 included: whether a formal ORCP 69 Order of Default should be required in Show Cause proceedings; establishment of a policy to use Oregon eCourt functionality to relate parties to cases based on familial relationships; assistance with developing statewide business processes when administrative orders for paternity and support received from the Department of Human Services are eFiled; a process and forms request by Multnomah County domestic relations judiciary to streamline a common occurrence in these types of cases; agreement for the Oregon eCourt environment to include new functionality that allows the courts to set security for release from custody in criminal cases; statewide standards for the acceptance of electronic filings to provide clear consistent guidance to practitioners and courts on the proper use of the OJD eFiling system (File and Serve); and a revision to the Order to Show Cause process. Some of these requests were time-sensitive and required a quick decision to either coincide with an implementation update to the Oregon eCourt case management system or to provide stakeholders with a more defined, understandable, and consistent process.

Internal/External OJD Forms

The statewide implementation of Oregon eCourt has highlighted the need for statewide policy decisions associated with the development and use of court forms for both internal and external use. To ensure greater consistency across the state and provide best practices for the courts when forms-related questions presenting statewide issues arise, the task of evaluating and making recommendations on those issues has been assigned to

this subcommittee. There was significant forms-related activity in 2015, with several issues still pending.

Organization and Structure Subcommittee

This subcommittee is given the charge to evaluate the most effective structures to deliver timely and efficient judicial services throughout the state.

Judges as Statewide Resources

The highest priority for the Organization and Structure Subcommittee in 2015 was to identify and evaluate effective judicial resource structures to efficiently deliver timely judicial services throughout the state. A survey was sent to all presiding judges to solicit detailed feedback focused on three main areas:

- Identifying the need for additional judicial resources in each judicial district
- How to identify available capacity in existing judicial resources.
- How to match available judicial resources with the need for additional judicial resources across districts, for what kind of matters, and by what methods.

In addition, the survey solicited feedback on knowledge and use of the complex litigation and commercial court programs. All presiding judges completed the survey and shared feedback on a range of solutions: remote judging through video conferencing, judge swap between districts, and inclusion of senior judges to fill in gaps. The subcommittee completed the initial analysis of the survey data and is now prioritizing the responses for next steps in developing mechanisms (locally and centrally) to fulfill the judicial needs of the courts.

CREW evaluates whether a proposed idea creates efficiencies, creates the necessary steps to accomplish the efficiencies, and advances CREW's Guiding Principles:

- Promote convenience for litigants
- Reduce cost and complexity of judicial processes
- Maintain or improve access to justice
- Improve case predictability

“Docket and caseload management is at the heart of effective and efficient court management. Compared to the other duties and responsibilities of judges and court managers, docket and caseload management is most directly related to the imperative in the Oregon Constitution that we administer justice ‘completely and without delay.’”

— Oregon Supreme Court Chief Justice Thomas A. Balmer

Communication: Outreach, Internet, and Social Media Subcommittee

With constant change and advancement in technology, OJD has found it necessary to look for new, innovative, and web-related ways to communicate information internally, with external stakeholders, and with the public. The subcommittee has started drafting a formal strategic communication plan for OJD, is developing guidelines to govern content and format of the OJD web pages, and is working on a social media engagement strategy for the public and court stakeholders.

Ad Hoc Workgroups

2014–2019 OJD Strategic Plan

This ad hoc workgroup was charged with updating the 2009–2013 OJD Strategic Plan, looking forward into the next five years. The purpose of updating the OJD Strategic Plan was to promote improvements in service access and define efficiencies in our internal systems given the resources we have and hope to enhance over the course of the next few years. The plan stands strong in its foundation of values, goals, strategies, and framework; and, after a thorough review and feedback received from judges, leadership, and staff, now expands upon the Plan’s initiatives.

Oregon Docket Management Initiative (ODMI)

Docket and caseload management is at the heart of effective and efficient court management. Compared to the other duties and responsibilities of judges and court managers, docket and caseload management is most directly related to the imperative in the Oregon Constitution that the state courts administer justice “completely and without delay.” Under the direction of the Chief Justice, this ad hoc workgroup gathered docketing information, concepts, data, strategies, and national trends to create the basis for a statewide discussion on effective and efficient caseload and docket management techniques. After several months of work and input from presiding judges and trial court administrators, a recommendation report was drafted for Chief Justice review. The Chief Justice adopted the following ODMI guiding principles in January 2015 to support the leadership role that judges and staff play in promoting timely and affordable justice for Oregonians and the goal of the OJD Strategic Plan to “provide quality and timely dispute resolution” by heightening caseload and docket management accountability.



Docket management refers to the management of assigning cases to judges and managing groups of case types and similar cases. In many ways, this can be viewed as a calendar and judicial resource management function within a particular court. Caseload management refers to the way a particular type of case moves through the court, from filing to disposition. This is a business process function that requires the identification and documentation of each step and the time spent in between each step.

- The court controls the pace of litigation.
- The court creates and maintains expectations that events will occur when they are scheduled.
- The court schedules diverse case types differently and employs differentiated case management techniques where appropriate.
- The court sets case processing goals and uses consistent data to monitor compliance with the goals.

This initiative will be continuously supported through open discussions, education, and planning efforts within each court as well as statewide to advance OJD’s mission to provide fair and accessible judicial services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

In the coming year, the CREW anticipates and looks forward to the opportunities for continued active involvement in efforts toward greater efficiencies for OJD, stakeholders, and the public.

Our Courthouses

Preserving the Past, Building for the Future

The Judicial Branch is symbolized in every county by a courthouse facility that provides continuous assurance that justice is available to everyone in every community. In many communities, not only does the courthouse symbolize the availability of justice to all, but it serves as the seat of county government and the focal point of community life.

— Oregon Judicial Department 2014–2019 Strategic Plan

Three counties and state circuit courts moved ahead on facility improvements in 2015, with the Oregon Legislature's earlier approval of matching funding. State funding with matching county funds has made it possible for counties to renovate and replace unsafe courthouse facilities, which is an important aspect of modernizing OJD's foundational framework to bring accessible court services to the public. Courthouse projects on the move in 2015 included:

New Union County Courthouse

Construction of a new Union County courthouse in La Grande was completed at the end of December 2015. Union County Circuit Court judges and staff prepared to vacate the St. Joseph Building (an unsafe, re-purposed hospital built in 1937) and open for business in the new courthouse on Leap Day, February 29, 2016.

Multnomah County Courthouse

During 2015, a cost-effective construction site (land owned by Multnomah County at the west end of the Hawthorne Bridge in Portland) was selected by the Multnomah County Board of Commissioners on which to build a new Multnomah County Courthouse that will be the largest in the state. The Oregon Legislature approved an additional \$17.4 million in matching funds through the sale of state bonds to help Multnomah County continue with the design phase of the project. Construction is scheduled to begin in 2017.



The New Union County Courthouse Exterior (above); New Courtroom Interior (below)



SPECIAL REPORTS



Workmen build scaffolding support system on the north facade of the Supreme Court Building, in preparation for rehabilitation work on the exterior of the building.

Supreme Court Building Rehabilitation

On August 3, 2015, OJD began an exterior and interior rehabilitation project on the 102-year-old Supreme Court Building in Salem (the only building owned by OJD) to address public safety and building preservation issues.

The building's cornices received new steel infrastructure, tile rebuilding, and new copper flashing; deteriorating columns were rebuilt from the inside out with new steel infrastructure, tiles, and mortar; miscellaneous masonry repairs were made on decorative details including the eagle wings; entrance canopies were repaired, and building fire escapes were repaired. All of the terra cotta tiles and the rest of the building surfaces were cleaned, revealing the original brightness of the materials.

Interior repairs were made in third floor offices; windows looking out from each landing on the grand stairwell were removed and rebuilt, as were windows



Supreme Court Building scaffolding on the north facade is draped with dust covering during rehabilitation work.

in the law library, office areas on the first, second, and third floors, and in the second floor conference room. The Appellate Court Records Division public service window area was remodeled, the hot water heater in the basement was replaced, and the south vestibule entrance doors were repaired.

The project has now reached substantial completion status. The need for some additional repairs to the southwest corner of the building was discovered, which involves ordering additional terra cotta tiles. As the lead time for the terra cotta tiles is quite lengthy, the additional repair work is expected to take place in June 2016. Only a small section of the scaffolding remains along the southwest corner of the building.

SPECIAL REPORTS



Exterior of the new Jefferson County Courthouse - early phase of construction.



View of a partially constructed courtroom in the new Jefferson County courthouse.

New Jefferson County Courthouse

Ground was broken in March 2015 to begin construction of a new courthouse in Madras, to accommodate the Jefferson County Circuit Court and the Jefferson County District Attorney's Office. Construction is scheduled to be completed in August 2016, and judges and staff will move to the new courthouse in July 2016.

Life and Safety Improvement Projects

When the Oregon Legislature approved state bonds for matching funds to complete the new courthouse in Jefferson County and continue planning work on a new downtown courthouse in Multnomah County, additional funding was provided for "life and safety" improvement projects to other courthouses across the state to make critical building repairs or installations:

- Clackamas - High and Low Voltage Electrical Installation
- Clatsop - Roof Repair; Installation of Video and Building Security Equipment; Signage; and an Emergency Generator

- Columbia - Elevator Replacement
- Coos - HVAC System
- Curry - Fire Alarm and Roof Repair
- Douglas - Courtroom Remodel and Expansion
- Gilliam - Fire Sprinkler and Alarm System
- Grant - Flooring Installation and Elevator Upgrade
- Linn - Courtroom and Jury Upgrades
- Malheur - Flooring Installation
- Tillamook - Boiler Replacement
- Umatilla - Courtroom Remodel (Floors, Paint, Doors)

During the 2015 session, the Oregon Legislature authorized state bond funds to replace the crowded and unsafe Tillamook County courthouse. The county plans to build the new courthouse to add to a public safety complex and will seek final fiscal legislative approval for the project in 2016.

Case Statistics

In 2015, 503,244 cases were filed in Oregon's circuit courts. Almost 1,500 cases are filed in Oregon circuit courts every day, including civil cases, felonies, and civil commitments.

Between 500,000 and 600,000 cases are filed in Oregon circuit courts every year. Cases filed include traffic tickets, disputes over minor fender-benders, divorces, contested child custody cases, complex securities and trade secrets controversies, serious medical malpractice cases, and cases involving criminal acts. All subject matter of cases (civil, criminal, family, juvenile, and probate) are heard in the circuit courts, which are Oregon's courts of "general jurisdiction," except for cases involving tax laws, which are heard by the Oregon Tax Court. Circuit court case decisions may be appealed to the Oregon Court of Appeals, which will issue a decision in the case. The Court of Appeals also decides petitions for judicial review of certain contested agency decisions and challenges to agency rules. A party who is dissatisfied with the Court of Appeals decision may petition the Oregon Supreme Court to review that decision. The Supreme Court can choose to allow or deny the petition. The Supreme Court also hears direct appeals and reviews in certain types of proceedings, including death-penalty appeals, certain pre-trial criminal appeals, some election-related matters, lawyer discipline and judicial fitness matters, and appeals from the Oregon Tax Court.

OJD statistics are collected yearly and issued in February of the following year. This section contains the most recent five-year trends in annual case filings for the Supreme Court, Court of Appeals, circuit courts, and Tax Court.



The State of Oregon Law Library's collection, located in the Oregon Supreme Court Building, includes approximately 165,000 volumes and extensive digital and online resources, as well as historical legal documents and rare books, United States government publications, and legal periodicals. The Law Library's services and resources are available to judges, court staff, attorneys, state agencies, and the general public.

SPECIAL REPORTS

Oregon Supreme Court Cases

Cases filed with the Oregon Supreme Court come from requests to review Oregon Court of Appeals decisions or from other case types where the law requires Supreme Court review. All cases filed with the court are reviewed, but only mandatory cases and cases that present important questions of state law are considered by the court on the merits, addressed in written opinions.

CASES FILED	2011	2012	2013	2014	2015
Appeal Cases					
Civil	140	108	105	97	117
Collateral Criminal	165	172	202	172	159
Criminal	365	357	332	393	313
Juvenile	38	42	65	57	63
Judicial Review Cases					
Agency/Board	50	53	51	54	56
Direct Review Cases					
Agency/Board	1	1	0	0	0
Ballot Measure	15	18	23	27	30
Civil	3	3	0	3	2
Criminal	10	5	4	4	3
Legislation	0	0	5	0	0
Other	0	0	0	0	0
Tax	5	8	11	8	8
Original Proceeding Cases					
Civil	0	0	0	0	0
Writ	82	83	82	96	83
Professional Regulation Cases					
Bar Review	51	72	71	66	48
Judicial Fitness/Disability	0	1	1	0	0
TOTAL FILINGS	925	923	952	977	882
OPINIONS ISSUED	74	64	66	75	58
CONCURRENCES	5	5	9	8	7
CONCUR/DISSENTS	1	1	2	0	0
DISSENTS	9	5	7	7	5

* "Filed" cases are cases with an initiating document filed during the calendar year.

Oregon Court of Appeals Cases

The Oregon Court of Appeals is often referred to as one of the busiest appellate courts in the nation, generally processing between 2,600 and 3,000 cases a year, averaging 485 written opinions per year over the last three years. Detailed case statistics are shown below.

CASES FILED	2011	2012	2013	2014	2015
Adoptions	0	3	1	2	0
Criminal	1204	1281	1146	1117	1167
Criminal Stalking	5	3	3	9	4
Civil	340	319	308	310	314
Civil Injunctive Relief	0	0	0	0	0
Civil Agency Review	16	10	8	7	10
Civil FED	30	29	32	34	20
Civil Other Violations	14	18	11	29	10
Civil Stalking	26	15	18	20	14
Civil Traffic	28	15	16	21	19
Domestic Relations	145	140	152	115	111
Domestic Relations					
Punitive Contempt	3	1	4	0	0
Habeas Corpus	50	45	29	26	30
Mandamus	0	0	0	0	0
Juvenile Delinquencies	25	16	25	29	38
Juvenile Dependencies	159	188	181	171	253
Juvenile Terminations	37	38	35	62	53
Probate	20	17	19	10	10
Post-Conviction	305	305	217	157	173
Traffic	68	45	43	41	26
Administrative Review	231	211	141	131	98
Land Use Board of Appeal (LUBA)	31	16	20	47	13
Parole Review	31	64	66	46	32
Workers Compensation	76	94	67	74	76
Mental Commitment	87	84	79	86	96
Columbia River Gorge Commission	1	0	0	0	0
Rule Challenge	7	8	16	12	7
Other	7	7	15	9	24
TOTAL FILINGS	2936	2909	2652	2565	2598
OPINIONS ISSUED	494	494	437	504	515

SPECIAL REPORTS

Oregon Circuit Court Cases

Between 2012 and 2015, 27 out of Oregon's 36 circuit courts implemented technology, including a new case management system – Oregon eCourt. The case statistics shown below reflect the combined totals of cases filed in OJD's legacy case management system, OJIN, and OJD's new case management system, OECL.

Number of Cases Filed in Oregon Circuit Courts

CASES FILED	2011	2012	2013	2014	2015
Civil	68,997	70,090	75,187	65,842	54,588
FED (landlord/tenant)	23,452	22,562	20,004	19,870	19,482
Small Claims	73,673	76,075	70,259	78,149	67,932
Dissolution	17,176	17,397	16,790	16,219	16,337
FAPA (Family Abuse Prevention Act)	10,818	10,181	9,649	9,457	9,730
Other Domestic Relations	19,925	17,701	17,459	16,647	15,668
Felony	31,086	31,980	32,464	32,180	32,407
Misdemeanor	59,589	57,529	53,029	51,363	50,335
Violation	214,654	211,502	215,080	212,316	205,511
Juvenile	14,013	12,924	11,783	10,921	11,430
Mental Health	8,871	9,459	9,582	8,619	8,512
Probate	10,347	10,196	10,642	10,553	11,312
TOTAL FILINGS	552,601	547,598	541,928	532,136	503,244

* Case filing statistics for calendar years 2012 and 2013 include preliminary Oregon eCourt case filing statistics and may be adjusted.

The types of cases filed in circuit courts have changed since 2011, with fewer violations, misdemeanor, and civil and criminal cases being filed, while the numbers of felonies and probate cases have increased. Felony case filings have the greatest proportional impact on the courts, requiring extensive use of both judicial and staff resources. Violations, small claims, and landlord/tenant cases represent large numbers of filings but require comparatively less judicial and staff resources per case. Violations also represent 75% of the fines revenue collected by OJD.

Oregon Tax Court Cases

The Oregon Tax Court has statewide jurisdiction to hear cases that involve Oregon's tax laws. It consists of two divisions: the Magistrate Division, made up of three magistrates (appointed judicial officers) who encourage cooperation between the parties of a dispute or provide mediation before writing a decision. Parties can appeal the magistrate decision to the Regular Division of the Tax Court, which consists of one Tax Court Judge.

REGULAR DIVISION	2011	2012	2013	2014	2015
Cases Filed	73	97	43	37	27
OPINIONS ISSUED	23	32	37	22	26
MAGISTRATE DIVISION	2011	2012	2013	2014	2015
Cases Filed	1310	885	580	470	548
OPINIONS ISSUED	430	378	185	204	148

Financial Statistics

Fiscal Overview

OJD receives funding for its operating costs primarily from legislative appropriations out of the State General Fund. OJD's General Fund appropriation for 2013-2015 amounted to \$402 million – approximately 2.53% of the General Fund Budget.

The 2015-2017 General Fund appropriation was \$431.8 million – 7.4% greater than the 2013-2015 appropriation. Other revenue amounts are added to the budget to cover non-operating costs such as Oregon eCourt, facilities improvements, and debt payments on bonds. These other funds must receive legislative approval and are provided through bond sales, federal funds (usually grants), and "other funds." Total OJD funding in 2013-2015, counting other funds, was \$511 million; in 2015-2017 it was \$586 million.

Increases to OJD funding for the 2015-2017 biennium were due to continuing improvements in Oregon's economy and legislative approval of some of OJD's requests. Those funds allowed OJD to:

- Restore resources to OJD's Family Law program that were eliminated due to budget reduction in a prior biennium
- Provide cost of living increases for judges and OJD staff
- Provide resources for technology, training, and business support related to Oregon eCourt
- Add court positions to adjudicate cases generated by expansion of photo-radar enforcement in the city of Portland
- Complete the implementation of Oregon eCourt
- Continue the operation of treatment courts
- Selling state bonds to help several counties begin to replace or renovate unsafe county-owned courthouses

Funding to achieve minimum service level requirements in our circuit courts will:

- *Ensure a 72-hour maximum for timely entry of court documents for enforcement of legal rights and judgments*
- *Ensure a 24-hour maximum for timely entry of recall of arrest warrants notifications*
- *Support a minimum of seven hours of daily public and telephone access to court services*

OJD Revenues 2015-2017

OJD revenues, collected by OJD, are generated primarily from case filing fees and fines imposed on violations and crimes. These revenues are distributed to the state local government accounts as provided by law – they do not directly fund the courts.

REVENUES	
Fees	\$131,684,147
Fines/Forfeitures/Assessments/Surcharges	\$117,805,786
Filing Fee Based	\$931,355
Technology Fund Fees	\$3,121,037
Indigent Defense	\$3,608,147
TOTAL REVENUES	\$257,150,472

2013-2015 Distribution of Revenues

TRANSFERRED TO	
General Fund	\$119,784,147
Legal Aid Fund	\$11,900,000
Oregon Dept of Revenue (CFA)	\$87,604,462
Public Defense Services Commission (ACP)	\$3,608,147
Judicial Department (Operating Account)	\$355,158
Judicial Department (Court Forms)	\$504,021
Judicial Department (Tech Fund)	\$3,591,123
Cities	\$22,677,046
Counties	\$7,089,601
Other	\$36,754
TOTAL DISTRIBUTIONS	\$257,150,459

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2013–2015 ePay and eFile Payments Received

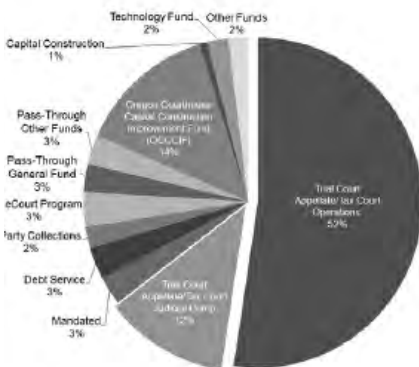
OJD ePayment is an online payment system that accepts payments on citations and civil and criminal cases with pre-authorized payment plans. It is a component of OJD's case and financial management systems (OJIN/OECI/ACMS/FLAS), which combine receipts from OJD's legacy case management and financial systems (OJIN and FLAS) with the Oregon eCourt processes that are replacing them.

OJD eFiling allows filers to electronically file, serve, distribute, and deliver court documents 24 hours a day from home, office, or any other location, in circuit courts that have gone live with the Oregon eCourt Case information system (OECI) and eFiling. Filing fees in the Oregon circuit courts that have implemented OJD File & Serve are paid online through the OJD File & Serve process and integrated into the Oregon eCourt case management and financial management system. The Oregon Tax Court will begin using OJD eFiling in 2016. The Oregon appellate courts use a separate eFiling system that operates in a similar manner.

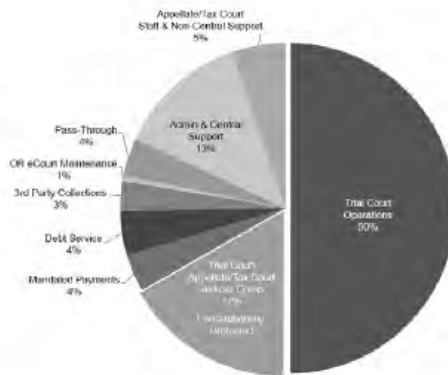
STATEWIDE	2013	2014	2015
OJD ePayments	\$16,109,655	\$17,093,818	\$20,708,258
OJD File & Serve Payments	\$95,035	\$2,059,903	\$15,852,144
TOTALS	\$16,204,690	\$19,153,721	\$36,560,402

OJD Legislatively Approved Budget

2013–2015 - by Allocation Area Percentage



2015–2017 General Fund - by Allocation Area Percentage



OJD's Future Funding Goals

OJD's priorities for the 2015–2017 biennium are to continue working with the Oregon Legislature to secure the funding needed to bring our courts to full operating capacity with sufficient staff and judicial resources, as we meet our statutory and constitutional responsibilities to be timely and effective. Courts must restore staffing to provide fulltime public service hours and make timely public safety decisions. To ensure access to justice, courts in counties with growing populations and crime need more judges to decide cases and more staff to enter judgments in a timely manner. We need to pay judges at a level that will retain our best and most experienced judges on the bench and also attract highly qualified attorneys with diverse legal practice experience to this challenging career in public service.

The Oregon eCourt implementation phase ends in June 2016. The services provided by our new technology systems connect to our rebuilding of service centers for the increase in self-represented litigants involved in domestic relations, child support, custody, visitation, and other proceedings. While many self-help resources, such as interactive forms and court processes information, will be provided online, court staff will be needed to help prepare court customers for their day in court.

As these and other services are expanded both online and in the courts, development



OJD conducted testing of the OJD Guide & File online interactive iForms system with volunteers from the Salem business and legal assistance communities before it was opened to the public in September 2015. OJD Guide & File assists self-represented users in filling out court forms through an online interview that generates a correctly completed form based on the user's answers. Some of the forms can be eFiled through OJD Guide & File, others can be printed and submitted to the court (all courts will have OJD Guide & File for some forms by July 18, 2016). The most frequently used family law forms are in development to be the next set of interview-based forms for use by the public.

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“OJD had a successful [2015 Legislative] session. We received the funding we need to operate the court system at its current levels, but we did not get all the additional resources we asked for either to restore previously reduced staffing or that we need to serve the people of Oregon as effectively as we should in the future. In several ways, OJD has not fully recovered from the recession-era budget and service level reductions that started in the 2009–11 biennium.”

— Chief Justice of the Oregon Supreme Court, Thomas A. Balmer
Post-Legislative Budget Message

of OJD’s internet communication methods will require specialized communications staff who can best prepare clear current information, news, updates, and instructions for citizens who conduct court business through OJD’s online services, and who will develop and monitor informational social media engagement with the public and court stakeholders.

We will continue to ask the Oregon Legislature to permanently fund the operation of treatment, family, juvenile, mental health, and veterans court programs that are successfully dealing with crimes related to societal problems and have proved to reduce recidivism and improve public safety in our communities. Treatment courts produce the most effective long-term results that often are not achieved in traditional courtroom proceedings. And, as the courts become more involved in ensuring the protection of vulnerable persons, as in the cases of elder abuse and human trafficking, expertise will be needed within the courts – through trained judges and staff, and development of effective programs in those areas.

Finally, we will continue to work with the Oregon Legislature, the Oregon State Bar, and our county partners to ensure that all Oregonians can seek justice in safe and secure courthouse facilities.

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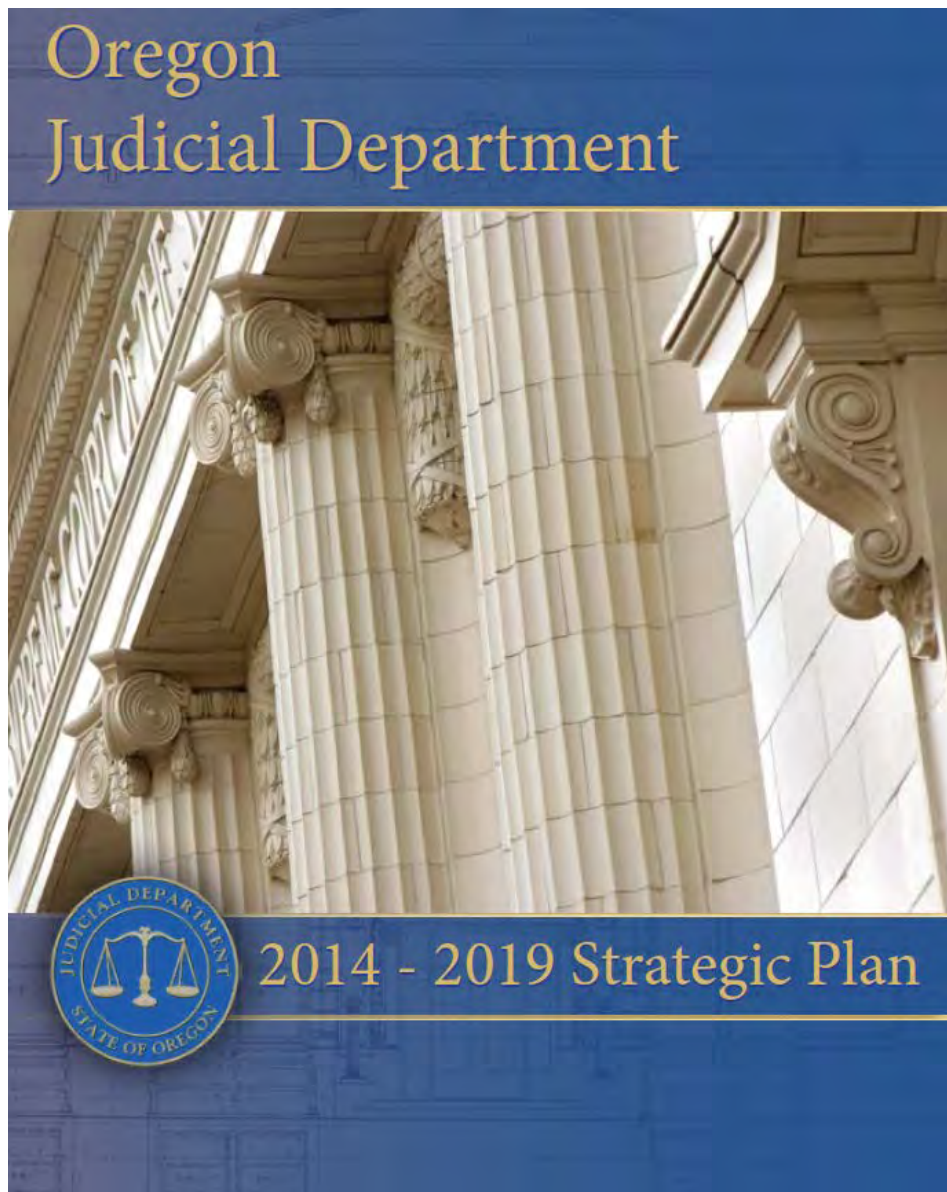


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SPECIAL REPORTS

Oregon Judicial Department 2014-2019 Strategic Plan



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A MESSAGE FROM THE CHIEF JUSTICE

Dear Friends of the Courts:



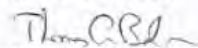
On behalf of the Oregon Judicial Department, I am pleased to present our Five-Year Strategic Plan for fiscal years (FY) 2014-2019. Publication of this document continues a planning process that first began in 1992 to guide the Oregon court system well into the 21st century. It is a plan that helps us fulfill our constitutional role and advance our mission to provide fair and accessible justice services that protect the rights of individuals, help us preserve community welfare, and inspire public confidence. It is a plan that favors thoughtful innovation in both the manner and effect of our delivery of justice to the people of Oregon.

The judicial branch leaders first outlined a guiding mission and vision for the state court system (called the Oregon Judicial Department) in a publication titled: *Justice 2020: The New Oregon Trail* (1995). That report was updated in 2001 and 2009. In the original 1995 document, we set the court system's five long-term goals as

- Access:** Ensure access to court services for all people;
- Trust and Confidence:** Earn the public's enduring trust and confidence;
- Dispute Resolution:** Help people choose the best way to resolve their disputes;
- Partnerships:** Build strong partnerships with local communities to promote public safety and quality of life;
- Administration:** Make courts work for people.

Today those goals remain relevant and they serve as the guideposts for this 2014-2019 strategic plan. Implementation of the plan will ensure that the state court system is a sustainable and accessible forum for the people of Oregon to peacefully resolve their disputes now—and, that it will even better meet their needs in the future.

During the lifetime of this plan, we will complete implementation of our business transformation technology effort, the Oregon eCourt program, which embraces improvement of our internal justice business processes and those public-facing services we deliver to the people of Oregon. In addition, our five-year strategic plan addresses other critical problem areas that continue to hinder the timely and safe delivery of justice. We address again the plight of Oregon's court facilities because many courthouses are unsafe and deficient, and they require our urgent attention to protect the public and offer effective court services. We also endorse court improvement paths that offer services in ways that help people better navigate legal procedures and processes as well as provide alternatives for case resolution. As an accountable branch of government and a responsible steward of public funds, we recognize that a comprehensive strategic plan is essential to meet our goals and the public's expectations. We invite your interest, involvement, and comments. Thank you.


Thomas A. Balmer
Chief Justice
Oregon Supreme Court

2014 - 2019 STRATEGIC PLAN OVERVIEW

The Oregon Judicial Department developed this five-year strategic plan to cover the period July 1, 2014, through June 30, 2019, following OJD fiscal year cycles.

As noted in the Chief Justice's message, values embodied in the individual goals and strategies set forth in this plan derive from, and align closely with, the values and goals that first appeared in the judicial branch's original strategic vision document published in 1995.

This particular strategic plan was built by

- (1) using the framework of the five vision goals that lie at the heart of our judicial branch mission;
- (2) identifying key strategic areas that effectively promote those goals; and
- (3) describing within those strategic areas, the priority performance objectives we hope to attain as a court system over the next five years in support of the vision goals.

For institutional continuity with ongoing projects from the preceding five-year plan (2009-2013), this plan advances many of those strategies that remain relevant and necessary.

The plan is divided into six goal and strategy areas. The branch mission serves as the first goal area, thereby affecting all other goal areas and strategies. Achievement of the mission goal will yield more positive outcomes for the other strategies. These two overarching mission initiatives are

1. Implementation of the Oregon eCourt Program Plan: this means achieving the completed implementation of the court system's business transformation technology project and leveraging its many facets for more consistent and effective delivery of services;
2. Implementation of a Court Facilities Renewal Plan: this means establishing a regular ongoing legislative and budget process that provides facilities funding addressing our prioritized critical court facilities issues and public safety needs. Funding will build, repair, or renovate courthouse facilities.

These initiatives are further described in the "Strategies" section of the plan. The Chief Justice's Court Reengineering and Efficiencies Workgroup will work with this plan, and with the courts and administrative staff, to bring these strategies to fruition.



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Oregon Judicial Department 2014 - 2019

VISION STATEMENTS FOR PLAN GOALS

BRANCH MISSION GOAL: SUSTAIN THE RULE OF LAW ENVIRONMENT

As a separate and independent branch of government, our mission is to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

Oregon's courts are committed to providing equal access, ensuring fairness, and enforcing the rule of law. Our courts will use state of the art technology to ensure the services we provide meet the diverse needs of the people we serve. County courthouses will continue to stand as symbols of assurance that justice will remain available to everyone throughout the state.

ACCESS GOAL: INCREASE PUBLIC ACCESS TO JUSTICE

Everyone has a right to accessible justice. Our courts provide all people with the help and information they need to resolve their disputes quickly, fairly, and at a reasonable cost. We help to identify low cost resources for legal representation and provide appropriate procedural assistance to guide self-represented parties. Oregon courts strive to be safe, easy to use, free from barriers, and culturally responsive.

TRUST GOAL: PROMOTE PUBLIC TRUST AND CONFIDENCE

Jury duty stands as one of the cornerstones of our democracy and is a right that has been guaranteed in our country for over 300 years. The right to trial by jury is a critical component in maintaining public confidence in the courts' ability to prudently exercise the rule of law. Another key to public confidence is the ability to feel safe and secure in courthouses, whether there as a juror, witness, party, or member of the public. Outreach efforts and civics education promote public trust and understanding of the role of the courts and the rights and obligations of citizens in a democracy.

RESOLUTION GOAL: PROVIDE QUALITY AND TIMELY DISPUTE RESOLUTION

At a fundamental level, courts work to resolve conflicts fairly, timely, appropriately, and cost effectively. Courts must develop innovative procedures to meet those often disparate demands. Effective caseload management makes justice possible not only in individual cases but also across the entire justice system. Effective court management helps to ensure that everyone receives due process and equal access to justice. Oregon courts will continue to work to provide access to the programs and dispute resolution methods most suited to the parties' needs, whether they be a timely jury trial, mediation, or some other process.

PARTNERSHIP GOAL: ENGAGE ACTIVELY WITH JUSTICE SYSTEM PARTICIPANTS AND COMMUNITY

Oregon courts work actively with public and private justice system participants and volunteers to provide avenues, within and outside the adjudication process, that improve outcomes in the matters before the courts that affect people and communities. Courts promote public safety and quality of life, improve the lives of children and families, and help provide a stable and predictable environment by consistent enforcement of economic and property rights, and protection of the most vulnerable members of our communities. Toward those ends, many judicial districts have adopted various specialty court models (i.e., drug courts, mental health courts, family courts, domestic violence courts, restitution courts, and community courts) that allow courts to better meet and treat local community needs. In those and other areas as part of the court processes, judges are committed to applying best practices to enhance outcomes for all those we serve.

ADMINISTRATION GOAL: ADVANCE BEST PRACTICES IN JUDICIAL ADMINISTRATION

Oregon courts must use the resources of Oregonians wisely. Courts are accountable to the law, to the other branches of government, and to the public. The effective administration of justice requires deliberate attention to and improvement of the core processes of our court system. It also means institutionalizing best practices, using evidence-based programs, and educating and training new and emerging leaders among the judiciary and court staff about the important duties and responsibilities they must perform and giving them the tools and skills to do these well.

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Oregon Judicial Department 2014 - 2019

STRATEGIES FOR PLAN GOALS

BRANCH MISSION GOAL:

SUSTAIN THE RULE OF LAW ENVIRONMENT

KEY STRATEGIC AREA: MODERNIZE FOUNDATIONAL FRAMEWORK

Strategy 1: Implement the Oregon eCourt Program Plan

The stated mission of the Oregon eCourt Program is to provide the technology to deliver the mission of the Oregon Judicial Branch by giving "courts and judges the tools they need to provide just, prompt, and safe resolution of civil disputes; to improve public safety and the quality of life in Oregon communities; and to improve lives of children and families in crisis." (Oregon eCourt Mission Statement—adopted 2004). The program builds a statewide electronic court both to provide a common court-user experience for all residents of the state, no matter where they live, and to take advantage of newer technology that expands access to service and information. Successful implementation of the Oregon eCourt program remains in the forefront of the state court system's strategic plan. The scope of this major initiative addresses, supports, and enhances every one of the five individual goals that follow. In addition, post-implementation statewide, Oregon eCourt will continue to offer a platform from which the judicial department can leverage further improvements in services and tools that better the administration of justice.

The Oregon eCourt plan implements technology to shift the present paper-based system to a digital universe of information and services. That technology transforms how private businesses, public agencies, and individuals obtain information and services from our courts. It transforms how judges, court staff, and consumers of judicial services work. Services that were previously available only during an eight-hour workday and forty-hour work week, are now available all hours of the day, every day of the year. Filing and viewing court documents, court and docket information, and payment services are all provided by Oregon eCourt.

The realization of the Oregon eCourt program does not replace the availability and access to in-person services at a physical courthouse. Those personal public services must remain available. Hearings and trials will continue to convene in courthouses across the state and be open to the public. The reality of Oregon eCourt, however, will significantly enhance and improve the in-person courthouse experiences and services as well as those handled from the outside of the courthouse. The successful implementation of the Oregon eCourt plan, therefore, lies at the core of our vision for Oregon's courts.

Action Items

- 1.1 Implement core suite of integrated software solution products for electronic case management, document management, eFiling, jury management, forms management, and financial transactions statewide.
- 1.2 Implement public access policies, systems, and tools for online access to court calendars, public case register of actions, and public court documents.
- 1.3 Develop systems and procedures that advance cross-court staff and judicial resource assistance to other circuit courts in docket and caseload management using Oregon eCourt tools.

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Strategy 2: Implement a Court Facilities Renewal Plan

The judicial branch is symbolized in every county by a courthouse facility that provides continuous assurance that justice is available to everyone in every community. In many communities, not only does the courthouse symbolize the availability of justice to all, but it serves as the seat of county government and the focal point of community life.

Oregon continues to have a significant court facilities problem. The inadequacy of many of the 50-plus court facilities across the state has been both well documented (Report on Oregon Court Facilities, 2006; Court Facility Assessments, 2008; and subsequent updates) and broadly acknowledged, but not yet adequately addressed. The difficulties impact not only the ability of judges and staff to perform their jobs effectively, but, in several counties, threaten lives in the event of a catastrophe. The problem has reached crisis proportions in some counties and threatens to reach that proportion in many other counties as well.

The United States Supreme Court has ruled that courts have a special responsibility under the United States Constitution to ensure physical access to their facilities; too many of Oregon's court facilities are unable to meet that responsibility. This crisis demands strategic attention.

When the legislature assumed responsibility for funding court operations more than thirty years ago, counties retained responsibility for maintaining, refurbishing, and replacing courthouses. The availability of adequate court facilities, however, should not turn on local political interests, the wealth or lack of wealth in a county, or the competing local needs of the moment.

Our branch of government must continue to work in association with the legislature, the governor, the counties, and the state bar to develop and implement a long-term, strategic, statewide facilities funding system to upgrade court facilities across the state. The strategy must respond to all interests, account for the unique circumstances of each county, and reflect the statewide interests in a fully-functioning judicial system. We have taken several positive and substantial steps toward addressing this goal within the past few years; now we need to further define, institutionalize, and stabilize that process to implement shared funding solutions.

Action Items

- 2.1 Develop formal request and review procedures for critical courthouse projects to be considered as part of the Chief Justice's biennial budget request.
- 2.2 Develop system and resources for centralized OJD coordination of budgeted projects, legal agreements, and the high-level management monitoring of funded courthouse projects.
- 2.3 Develop long-term priority and a systematic plan for courthouse upkeep and maintenance status statewide.



ACCESS GOAL:

INCREASE PUBLIC ACCESS TO JUSTICE

KEY STRATEGIC AREA: IMPROVE ACCESS TO PUBLIC USER-FRIENDLY COURTS

Strategy 3: Improve Services for Self-Represented and Unrepresented Litigants

Oregon courts must continue to explore and understand the ever-changing demographics of Oregon's population to ensure that everyone has meaningful access to dispute resolution. We must enhance our current educational materials to inform participants about court processes and must find "user-friendly" relevant tools for them to use. Across the nation, courts are experiencing an increase in the number of self-represented parties in cases. In Oregon, past studies indicate that as many as 86 percent of marriage dissolution and separation cases involve at least one self-represented party. Strategies need to address this reality and make the court system easier to navigate for these litigants.

Action Items

- 3.1 Rebuild and improve the range of services for self-represented litigants; reestablish the local- and central-staff support positions and infrastructure to provide informational assistance, forms, and tools to help self-represented parties through the court processes.
- 3.2 Develop and deliver online user-friendly assistance services, materials, and tools for self-represented litigant use, such as guided interview ("intelligent") forms, and translate forms and guides into commonly used languages.
- 3.3 Develop information and help facilitate access to appropriate legal services, including low-cost, modest means, and unbundled services.
- 3.4 Adopt court procedures and programs that facilitate the handling of self-represented case types, such as informal domestic relations trials (IDRT) and mediation programs.
- 3.5 Develop and provide judicial and staff education programs on case management and ethics issues associated with cases involving self-represented litigants and persons using unbundled legal services.

Strategy 4: Improve Limited-English-Proficient-Person Services

Under both federal and state law, each court must provide high quality linguistic assistance and equipment to permit meaningful participation in court proceedings for limited-English-proficient persons (LEP) and persons with limited hearing capabilities. Interpreters for over 180 languages and dialects as well as sign interpreters have been provided through the years in Oregon's courts. Additionally, services must be accessible at counters and in guidance, such as translated signs or materials, provided by the court or court staff for the most frequently needed languages and for those persons with vision and hearing disabilities. The Court Interpreter Services Program in the Office of the State Court Administrator already provides automated and central statewide scheduling of interpreters for remote video and in-person services for court proceedings. These strategies seek to build and enhance services around that infrastructure.

Action Items

- 4.1 Improve and expand, through the use of technology and other means, the availability and access to other language services at public counters, kiosks, courtrooms, and online court websites and tools.

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- 4.2 Expand the capacity to provide remote video interpreting and translation services to all courtrooms and courthouses.
- 4.3 Increase the number of languages, for which a court interpreter certification or registration process is available, to ensure the more widespread use of quality interpreter services.
- 4.4 Ensure appropriate training to judges, court staff, and regular governmental participants in the procedures for use of language interpreters, translators, and remote video services, including awareness of culturally diverse customs that may affect the behavior of persons appearing in courtrooms.

Strategy 5: Improve ADA Accommodations and Services

The Oregon Judicial Department (OJD) does not discriminate on the basis of disability in admission to, access to, or operations of its programs or services. Under Title II of the federal Americans with Disabilities Act (ADA), each OJD program or service, when viewed in its entirety, will be readily accessible to and usable for individuals with disabilities, and will make reasonable modifications to policies and procedures for individuals with disabilities—unless doing so would cause a fundamental alteration in the nature of its program or service. Each court provides, at state expense, appropriate auxiliary aids and services, including sign language interpreters and assistive devices, to participants in court proceedings who are deaf, hard of hearing, or have other communications disabilities. The courts also provide reasonable accommodations for provision of its services.

Action Items

- 5.1 Review and update courthouse facility plans for ADA accessibility status.
- 5.2 Create a plan to address deficiencies and secure funding to help counties and courts improve ADA accessibility through courthouse improvement plans.
- 5.3 Provide appropriate ADA tools and alternatives for all public use of court online services.
- 5.4 Develop and provide ongoing judicial and staff education programs on awareness and responses to issues related to ADA accommodation for court proceedings and services.



TRUST GOAL: PROMOTE PUBLIC TRUST AND CONFIDENCE

KEY STRATEGIC AREA: PROVIDE PUBLIC WITH IMPROVED EXPERIENCE, SAFETY, AND AWARENESS

Strategy 6: Improve Juror Service Experience

Juries are an essential and valued component of the American justice system and critical to the protection of liberty in our democracy. Courts work to encourage participation by all eligible citizens who are summoned to serve as jurors and to make their experiences as positive as possible. All Oregonians benefit from a citizenry that is active, interested, able, and willing to serve when summoned for jury duty.

Action Items

- 6.1 Evaluate and implement educational and user-friendly online programs and tools aimed at increasing the number of citizens responding to jury summonses and simplifying the jury service process for individuals summoned.
- 6.2 Evaluate and implement systems, services, and tools aimed at improving the quality of jurors' experiences. For example, adopt "one-trial or one-day" service and improve the tools and services available for the jury room and jury box.
- 6.3 Develop and use an automated juror experience survey instrument.
- 6.4 Work with county bar associations to establish and advance best practices and programs for use of jury trials in local jurisdictions.

Strategy 7: Ensure Court Security and Business Continuity

Our courts are committed to providing safe and secure facilities that will ensure the availability of justice in Oregon's communities. Emergencies, disasters, and accidents affecting court operations can occur at any time, usually without warning. In a major event, proper planning and a prompt response are essential for continued court services and access to court records.

Action Items

- 7.1 Ensure funding and resources to implement and maintain the Chief Justice Statewide Minimum Security Standards in each court location.
- 7.2 Provide security and emergency preparedness training and materials annually to judges and staff for personal and public protection.
- 7.3 Maintain, update, and test the local and statewide security, emergency preparedness, and business continuity plans and the statewide emergency response equipment and machinery.

Strategy 8: Institutionalize Public Outreach

Oregon's courts recognize the importance of public outreach and education, which includes providing information to the other two branches of our state government. Civics education is an important part of keeping the public well-informed about our constitutional democracy.

Action Items

- 8.1 Establish a formal media and court communications program on civics.
- 8.2 Expand local and statewide outreach efforts designed to enhance public understanding of the role of judiciary and the Oregon court system and how to use its processes.
- 8.3 Develop and implement a public survey for users of court services to provide valuable feedback.

ACCESS

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Oregon Judicial Department 2014 - 2019

■ PARTNERSHIP GOAL:

ENGAGE ACTIVELY WITH JUSTICE SYSTEM PARTICIPANTS AND COMMUNITY

KEY STRATEGIC AREA: FOCUS ON SPECIALIZED DOCKETS AND PLANS FOR IMPROVED OUTCOMES

The judicial branch alone cannot solve difficult societal problems through adjudication. Oregon courts work actively with their public and private partners and volunteers to strengthen the work of the courts and to improve safety in our communities. Together, we promote public safety and quality of life, improve the lives of children and families, help provide a stable and predictable environment with consistent enforcement of economic and property rights, and protect the most vulnerable in our communities. Toward those ends, many judicial districts have adopted various specialty court models (*i.e.*, drug courts, mental health courts, family courts, domestic violence courts, restitution courts, and community courts) that allow us to meet local community needs. In those and other areas, judges and staff are committed to applying best practices and evidence-based practices to enhance outcomes for all those we serve.

Strategy 11: Develop Specialty Court Docket Programs for Vulnerable Persons

Our courts were founded on the proposition that everyone is equal before the law. Judges make critically important decisions that affect the lives of our children, their families, and our most vulnerable adults. Our court system must also have systems and procedures that can recognize and respond to case types involving vulnerable persons who may not be able to advocate on their own behalf and who may have matters before the court.

Action Items

- 11.1 Develop and provide resources for court visitor program support and reporting in public guardianship and juvenile guardianship cases and adult and juvenile conservatorships.
- 11.2 Develop and provide online resources, information, and guided interview ("Intelligent") forms for use in elder abuse, domestic violence, and related family law case types dealing with vulnerable persons.
- 11.3 Provide legal and awareness training and develop bench guides for judges and staff on handling cases and case types involving vulnerable or incapacitated adults, including how to identify abuse of persons in fact situations before a court.
- 11.4 Pilot specialty elder and family law court dockets for coordination of various cases or matters involving the same elder or vulnerable person.

Strategy 12: Provide Continuity of Treatment Courts

Treatment courts represent the combined efforts of justice and treatment professionals to intervene and break the cycle of substance abuse, addiction, crime, delinquency, and child maltreatment. Treatment courts are evidence-based programs, such as drug courts, that make a difference in the lives of court participants by improving social skills and education as well as addressing underlying addiction and mental health issues.

Action Items

- 12.1 Create an adequate and stable system of staffing and funding for current and future treatment courts, in areas of drug and mental health courts primarily, and support pilot treatment courts in other docket areas.
- 12.2 Work with nationally recognized research institutions and Oregon stakeholders to evaluate treatment courts and analyze recidivism rates for those who successfully complete treatment courts compared to those whose cases are processed through the traditional court system to establish evidence-based performance data.

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Oregon Judicial Department 2014 - 2019

Strategy 13: Promote Juvenile Court Improvements

Outcomes in juvenile court cases have long lasting repercussions for families and communities. Research demonstrates that children who experience multiple adverse events are at higher risk for social, emotional, and cognitive impairment, high risk behaviors, disease, disability, social problems, and early death. It is imperative that juvenile courts have the educational resources, tools, and supports to effectively intervene when children experience abuse, neglect, or engage in high risk behavior, so that ongoing exposure to harmful situations can be minimized.

Action Items

- 13.1 Advance the goals of the Juvenile Court Improvement Program and the Citizen Review Board in their state plans aimed at systemwide improvements in the safety, permanency, and wellbeing of children in dependency cases.
- 13.2 Evaluate and ensure juvenile courts have adequate judicial and staff resources to effectively process juvenile court cases in accordance with state and federal permanency timelines.
- 13.3 Support local model court teams in efforts to improve juvenile court practices that reduce delays to permanency and improve child wellbeing.
- 13.4 Develop strategies with partner agencies through formation of the Oregon State Court Juvenile Justice Mental Health Task Force to address the unmet mental health needs of youth involved in the juvenile delinquency system.



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PARTNERSHIP

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Oregon Judicial Department 2014 - 2019

ADMINISTRATION GOAL:

ADVANCE BEST PRACTICES IN JUDICIAL ADMINISTRATION

KEY STRATEGIC AREA: IMPROVE ACCOUNTABILITY AND PERFORMANCE

Oregon courts must use the resources of Oregonians wisely. We are accountable to the law, to the other branches of government, and to the public. The effective administration of justice requires deliberate attention to, and improvement of, the core processes of our court system.

Strategy 14: Automate Performance Measures

The Oregon court system developed a comprehensive statewide performance measurement system focused on continually improving court operations in line with our mission and values. Court leaders need ready access to information that allows them to evaluate and manage court operations. We promote a performance measurement system that is clear, meaningful, and transparent.

Action Items

- 14.1 Develop and implement methods to automate the collection of any OJD performance measure data for compilation, analysis, and publication.
- 14.2 Use performance data to evaluate and improve statewide programs and local workflow and outcomes.
- 14.3 Publish performance measure dashboards on court websites.

Strategy 15: Enhance Financial Accountability and Transparency

The Oregon Legislative Assembly sets the budget for the state court system. Resources, however, are rarely sufficient to meet all the demands for court services. Consequently, the judiciary must allocate expenditures to maximize value to the courts, the public, and the public safety system. The Office of the State Court Administrator has implemented central collections and online e-payment services as improvements toward enhancing timely and greater collection returns. The Oregon eCourt technology program includes an integrated case financial component that also will enhance the ability to improve information and simplify financial processes.

Action Items

- 15.1 Study and implement programs to improve the effective collection of monetary orders—restitution, fines, and fees—and compliance with related court orders to increase individual accountability to the justice system, victims, and society.
- 15.2 Develop a robust automated management system that allows for projection, analysis, and reporting of budgets and expenditures at a variety of organizational levels.

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Oregon Judicial Department 2014 - 2019

Strategy 16: Advance Human Resource Best Practices and Principles

Oregon's courts are committed to its leadership and ability to apply effective management principles. Our goal remains to maintain and to enhance the judicial branch by combining talent, technology, and organizational design. We are committed to finding new ways of mobilizing talent, allocating resources, and addressing the health and wellbeing of court personnel and volunteers.

Action Items

- 16.1 Enhance knowledge, skills, and abilities in the area of court administration for judges and managers throughout the court system by regular training and evaluation.
- 16.2 Develop and implement career-ladder planning and development programs and opportunities for all court and administrative staff.
- 16.3 Recruit and hire staff that reflects the ethnic and cultural diversity of those who interact with the court system.
- 16.4 Update judicial and staff workload studies to reflect the changing work of courts so as to address appropriate judicial resources and staffing needs.



ADMINISTRATION

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SPECIAL REPORTS

Oregon Circuit Court Judicial Officer Workload Assessment Study, 2016

Oregon Circuit Court Judicial Officer Workload Assessment Study, 2016

Final Report
May 2016



Oregon Circuit Court Judicial Officer Workload Assessment Study, 2016

Final Report, May 2016

Project Staff:
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This document has been prepared under an agreement between the National Center for State Courts and the Office of the State Court Administrator in Oregon. The points of view and opinions offered in this report do not necessarily represent the official policies or position the Office of the State Court Administrator

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Over the course of this study, we were fortunate to work with an advisory committee and experienced OSCA staff that were instrumental in refining the approach and content in our assessment. The Judicial Needs Assessment Committee (JNAC), identified below, were appointed by OSCA to advise the NCSC in conducting this weighted caseload study.

We extend a special note of thanks to Conor Wall, Monica Melhorn and Leola McKenzie, from the OSCA, who served as tireless liaisons to the NCSC staff during this fast-paced and logistically difficult process. These people were always available when needed and provided significant behind-the-scenes assistance throughout this project.

Judicial Needs Assessment Committee (JNAC)

Members:

Hon. Richard Barron, Presiding Judge, Coos County
Bonnie Savage, Trial Court Administrator, Lincoln County

Hon. John Collins, Circuit Court Judge, Yamhill County

Debbie Spradley, Trial Court Administrator, Clackamas County

Hon. Norman Hill, Circuit Court Judge, Polk County

Hon. Kirsten Thompson, Circuit Court Judge, Washington County

Hon. Daniel Murphy, Presiding Judge, Linn County

Hon. Nan Waller, Presiding Judge, Multnomah County

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Executive Summary

Findings

The Oregon Judicial Department (OJD) contracted the National Center for State Courts (NCSC) to conduct a time study of its judicial workload and update the existing Oregon judicial workload assessment model. The OJD's judicial workload assessment model is based on the concept of weighted caseload, which assesses need by giving each type of filing a "weight" based on the amount of time needed to process it. NCSC used weighted caseload methodology to develop the existing judicial workload assessment model more than 15 years ago.

The 2015 study involved judges and referees in 16 of Oregon's 36 circuit courts. The participating courts accounted for 82% of Oregon's circuit court case filings in 2015.

Judges and referees in the participating courts tracked and reported their time and work activities for a four-week period from October 26 through November 20, 2015. NCSC used the reported data to establish new case weights and adjustments for time required for non-case-related activities.

The 2015 study and updated model reflect changes in case processing since 2000, including changes in state and federal law and the changes associated with implementation of a new eFiling, electronic document, and case management system (Oregon eCourt system using Odyssey).

The final judicial workload assessment model indicates the Oregon circuit courts are significantly under resourced, even without accounting for "best practices" or other qualitative measures that might be used to improve outcomes for parties to court cases. Adequate resources are essential if the Oregon circuit courts are to process and manage court cases in a timely and effective manner. Meeting these challenges involves objectively assessing the number of judicial officers needed to handle

the courts' caseload and identifying courts where additional judicial resources are most needed.

This report provides details on the methodology and calculations NCSC used to assess the need for judicial resources in Oregon's circuit courts. The resulting judicial workload assessment model shows the relative need for additional judicial resources in each judicial district and provides the foundation for NCSC's recommendations.

Recommendations

The NCSC project team recommends the OJD do the following:

Recommendation #1: Continually advocate for the statutory judicial positions and other judicial resources needed to ensure that each district has sufficient resources to process its caseload timely and effectively.

Recommendation #2: Adopt the version of the model that incorporates the juvenile dependency "best practices" case weight.

Recommendation #3: Maintain the model by updating each court's case filing data annually. OSCA should also evaluate whether using a multi-year average of each district's filings would provide a better projection of long-term need.

Recommendation #4: Maintain the model by updating case weights, as needed, to reflect legislatively mandated changes (e.g., a requirement for additional hearings or for additional findings on a particular type of case).

Recommendation #5: After all courts have migrated to the Odyssey system, provide an opportunity for courts unable to participate in the current study to participate in a future study, and use the information to validate or update the case weights and non-case-related deductions applied in their districts.

Recommendation #6: Treat the case weights presented in this report as a baseline, the starting point for determining judicial resource needs in each district across the state. OJD should consider performing additional studies like the in-depth juvenile study to establish best practices in other case categories and update the judicial workload assessment model accordingly.

Recommendation #7: Conduct a new time study every seven to ten years to update the case weights in the judicial workload assessment model.

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Introduction

In 2015, the National Center for State Courts (NCSC) conducted a judicial workload study in Oregon's circuit courts. This report provides details on the methodology and calculations NCSC used to assess the need for judicial resources in Oregon's circuit courts. The resulting judicial workload assessment model shows the relative need for additional judicial resources in each judicial district. The report also provides NCSC's recommendations, including recommendations for updating and maintaining the model.

Purpose of the Study

In November 2014, the Office of the State Court Administrator (OSCA) contracted NCSC to perform an in-depth study of juvenile dependency cases and workload in the Oregon circuit courts. OSCA established the Judicial Needs Assessment Committee (JNAC) to advise NCSC in conducting the study and to ensure that the study reflected the distinct culture of Oregon's state court system. The JNAC consisted of trial court representatives, including presiding judges, circuit judges, and trial court administrators. OSCA also appointed OSCA staff to assist the committee and NCSC throughout the study.

The committee first met on December 11, 2014, to determine the details of the juvenile study. In addition to establishing the parameters of the juvenile study, the committee decided that the juvenile study would be of limited value without knowing how juvenile dependency cases fit within the broader context of a court's entire workload. The committee felt strongly that revision of the Oregon Judicial Department's (OJD) existing circuit court workload models (for judges and staff) was not only advisable but critical to understanding juvenile dependency workload.

The OJD's workload models are based on the concept of weighted caseload, which assesses judicial and staff needs by giving each type of filing a "weight" based on the amount of judicial or staff time needed to process it. NCSC used weighted caseload methodology to develop the current judicial workload assessment model

more than 15 years ago. Since that time, significant changes have occurred affecting workload and court procedures, including but not limited to

- Increased use of treatment and other specialty courts (e.g., drug court) to improve outcomes.
- Increased federal and state requirements, especially in the areas of juvenile and family law.
- Increased interactions with justice system partners (e.g., mental health providers).
- Increased case complexity, including increases in cases involving *pro se* litigants.
- Legislatively mandated changes affecting court procedures.
- Reductions in county services leading to courts absorbing work traditionally done by external agencies (e.g., bench probation and monitoring defendants involved in treatment court).
- Conversion to a new case management and electronic document system (Odyssey).
- Implementation of eFiling for some documents.
- Implementation of ePay for citations and payment plans.

Based on JNAC's advice, and recognizing that models need to be reviewed periodically and adjusted to reflect systemic changes, OSCA contracted NCSC to conduct a time study of all judicial workload and update the existing Oregon judicial workload assessment model.

Participation

The resulting study involved judges and referees in 16 of Oregon's 36 circuit courts. The participating courts—those in Benton, Clatsop, Columbia, Crook, Douglas, Jackson, Jefferson, Josephine, Lake, Lane, Lincoln, Linn, Marion, Multnomah, Tillamook, and Yamhill Counties—accounted for 82% of Oregon's circuit court case filings in 2015.

A key consideration in determining participation in the time study was the Oregon circuit courts' transition between the OJIN and Odyssey case management systems. Courts still on OJIN at the time of the study did not participate because they were using procedures that would soon be obsolete, and courts that had only recently

migrated to Odyssey did not participate because their procedures were new enough to the court that their newness alone might affect the time spent on any given task.

With the exception of Lake County, which determined itself ready to participate after implementing Odyssey 4½ months prior to the start of the time study, all participating courts had been on Odyssey for at least 7 months before the study began. Although originally expected to participate, the judges in Polk County Circuit Court withdrew from the study.

Judges and referees in the 16 participating courts tracked and reported their time and work activities for a four-week period from October 26 through November 20, 2015. The participation rate for the four-week period was 96.9% (126 of the 130 expected participants in the 16 counties). Some judges were on extended leave during the time study and were excluded from the expected participant list.

The participation rate in this study is consistent with NCSC's past ten weighted caseload studies, in which participation ranged between 90% and 100%. The large number of participants across the 16 counties ensures the reliability of the data and guarantees that there are sufficient data points for the development of an adequate picture of current practice—how judges and referees work in the courts that have migrated to the Odyssey environment. It also provides the basis for a reasonable estimate of workload expected in all circuit courts after the final courts migrate to the Odyssey case management system in June 2016.

Because OJD's "Plan B" judges did not participate in the time study, NCSC used information from OSCA to estimate the work done by "Plan B" judges in participating courts in 2015. Plan B judges are judges who have retired from the bench and are approved by the Oregon Supreme Court as "senior judges" or "Plan B" judges, depending on age, and are obligated to serve 35 days a year for 5 years without receiving salary but receiving enhanced retirement benefits. Their work covering judicial leave, travel, and conflicts, is essential to the circuit courts' work to process their cases.

Courts also reported time spent by volunteer *pro tems* doing judicial work.

As used in this report, the term "judicial officer" means judges, Plan B judges, referees, and volunteer *pro tems*.

Methodology

In every NCSC workload study, three primary factors contribute to the calculation of resource need:

1. Case weights: average time spent per case in each case category
2. Caseload: annual filings
3. Judge availability: the number of minutes per year a judge has available for court work

The relationship among the case weights, filings, and availability is expressed as follows:

$$\frac{\text{Case Weights (minutes)} \times \text{Filings}}{\text{Average Annual Availability} - \text{Adjustments for Non-Case-Specific Court Work}} = \text{Judicial Resource Demand (FTE)}$$

Multiplying the case weights by the corresponding filings results in the circuit courts' total annual case-specific workload in minutes. Dividing the workload by the judicial availability after adjustments for non-case-specific work yields the total number of full-time equivalent (FTE) judges or other judicial resources needed to handle the workload of the Oregon circuit courts.

Case Weights and Caseload

The time study allows the development of statewide case weights based on empirical data and current practices of judicial officers in the 16 participating courts. The formula for calculating the case weight for a case category is as follows:

$$\frac{\text{Time study minutes reported in case category (annualized)}}{\text{2015 case category filings in participating courts}} = \text{Case weight}$$

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Each case category's case weight is calculated by dividing total time spent on the category of cases in the participating courts by the number of 2015 filings in the category in those same courts. The resulting weight represents the average amount of minutes that judicial officers spend per case on that category of cases. Because cases are at various stages during the study, and judicial officers report all of their time, including post-disposition work done on cases that were filed in previous years, a case weight represents the average time required over the life of a case, from filing through disposition, and any post-judgment activity (e.g., probation violations and motions to modify a judgment).

Using case weights to convert caseload into workload accounts for the fact that all types of cases are not created equal, and different types of cases demand different levels of resources. The average traffic violation case does not require the same judicial resources as the average felony case. Likewise, the average small claims case does not require the same judicial resources as the average civil case.

It is important to acknowledge, however, that the case weights calculated in this study reflect only what judicial officers are currently able to accomplish with available resources, not what is optimal or ideal. The case weights do not reflect qualitative measures, such as user satisfaction with the level of service the court provided, nor do they necessarily reflect "best practices" in handling cases. Although case weights can be adjusted to give additional time for best practices, legislative changes, or other procedural changes, the initial case weights developed for this report reflect "what is" not "what should be."

Based on information collected during the separate in-depth study of juvenile dependency cases, this report includes both a model based on data judicial officers reported for the judicial workload study and a special version with a different, higher "best practices" weight for juvenile dependency cases.

Case Categories

The JNAC and OSCA staff developed and approved 18 case categories for inclusion in the judicial workload study. Some types of cases, classified as Document Recording cases, generally do not require judge attention and, therefore,

were excluded from the judicial study. For the case types that were included in the judicial study, OSCA provided calendar year 2015 case filings for each judicial district, broken down by the 18 case categories.

Figure 1 shows the categories and the percentage of statewide filings in calendar year 2015 for each category. Refer to Appendix A for a complete list of the Odyssey case types that comprise each category.

Figure 1: Oregon Circuit Court Judicial Workload Study Case Categories

Case Category	Calendar Year 2015 Filings	% of Total Filings
Civil-General	49,732	6.53%
Post-Conviction Relief	358	0.05%
FED	19,482	2.56%
Small Claims	67,932	8.92%
Civil & Dom Rel Protective Orders	14,710	1.93%
Domestic Relations-General	23,522	3.09%
Civil Commitment	8,512	1.12%
Probate-Estates & Trusts	4,850	0.64%
Probate-Protective Proceedings	2,061	0.27%
Juvenile-Felony & Misdemeanor	3,563	0.47%
Juvenile-Violation	1,258	0.17%
Juvenile-Dependency	4,749	0.62%
Juvenile-TPR	1,461	0.19%
Felony	31,720	4.17%
Misdemeanor	47,575	6.25%
Violation	205,629	27.01%
Procedural Matters	5,556	0.73%
Municipal Parking (Multnomah Only)	268,731	35.29%
Total	761,401	100.00%

A word of caution is necessary regarding the comparability of these case weights with the prior NCSC study. Although some of the case categories are the same as in the prior judicial workload study, some are different. For example, small claims and FED (forcible entry and detainer) cases were combined in the prior study, and post-conviction relief was combined with *habeas corpus* cases in the prior study. *Habeas corpus* cases are part of the Civil - General category in the current study, and post-conviction relief is its own category. Because of such differences, caution must be exercised in making any comparison of the case weights between the two studies.

Judge Availability

Turning case weights and case filings into judicial need requires an estimate of the number of days that judges, on average, are available for court work in a given year. The JNAC approved using the same judicial year value as in the prior judicial study that NCSC conducted in Oregon. Figure 2 shows the calculation of the judicial year. Subtracting weekends, holidays, all types of leave, and time for professional development (including required continuing legal education credits) from the 365 days in a year results in a judicial year of 208 days.

Figure 2: Average Year Value Components for Oregon Judges

Calculation of Judge Year Value	
Total days per year	365
Subtract	
Weekends	- 104
Holidays	- 9
Leave	- 30
Professional Development	- 14
Total working days per year =	208

The 208-day judicial year is slightly lower than the mean judicial year value used in other states in which the NCSC has conducted judicial workload studies. In NCSC's 23 most recent judicial workload studies, the mean judicial year was 213 days.

The JNAC agreed that the new model should continue to be based on 7.5 hours of work per day. This workday corresponds to traditional courthouse working hours (8:00 a.m. to 5:00 p.m.) and allows for an hour for lunch and two breaks. Although judges frequently work more than 7.5 hours per day, this should not be a long-term expectation. Working extended hours on a long-term basis is not optimal and can lead to career burn out. The study and model are based on what should reasonably be expected of judges over a long period, not based on what judges may be doing to cope with insufficient judicial resources.

Case-Related Activities

To cover the full range of judicial officer activities, the JNAC developed separate categories and definitions for case-related and non-case-related activities. Case-related activities are the essential functions that judicial officers perform

in processing a case from initial filing to final resolution and any post-judgment events. As with the case categories, the JNAC categorized essential functions into manageable groups for the time study. Figure 3 shows the case-related activity categories selected for the judicial workload study. Refer to Appendix B for definitions of these activities.

Figure 3: Judicial Workload Study Case-Related Activities

Jury trial
Shelter hearing
Detention hearing
Initial appearance
Pre-trial hearing
Adjudication hearing
Disposition hearing
Permanency hearing
Review hearing
Settlement conference
On-the-bench case work (excluding specialty court work)
Off-the-bench case work (excluding specialty court work)

Because not all case-related activities (e.g., jury trials) are applicable to all case types, activity choices for each category were limited to those that were applicable to that case category. In addition, to meet the needs of the separate but related in-depth study on juvenile dependency cases, the JNAC approved collecting more detailed activities on juvenile cases than other categories of cases. Refer to Appendix C for a breakdown of activities applicable to each case category.

Non-Case-Related Activities

Some activities and responsibilities, such as administrative work, are not directly related to a particular case but are an essential part of judicial workload. Defined as non-case-related activities, the JNAC approved the categories presented in Figure 4 (page 5). Refer to Appendix D for definitions of these non-case-related activities.

Leave time is already built into the expected judicial year, but judicial officers reported leave taken during the study to allow NCSC to ensure

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Figure 4: Judicial Time Study Non-Case-Related Activities

Court administration – juvenile
Court administration – all other
Conferences and seminars
Travel – circuit
Travel – substitute
Travel – other
Personal time
NCSC Time Study Data Entry & Tracking

the quality of reporting (i.e., that a judge was on leave rather than not reporting work for the day).

Judicial officers also reported time spent on the workload study itself. This allowed NCSC to factor out the time “lost” to tracking and reporting data for the study.

Specialty Courts

The Oregon circuit courts use a wide variety of treatment and other specialty courts to provide better service and improve outcomes for parties to court cases. This variety of programs makes it extremely difficult to create and apply a single case weight to specialty courts across the state. The types of specialty courts used, the eligibility guidelines for entry into a specialty court, and the resources available for specialty courts vary considerably from court to court, making it difficult to compare specialty court work across jurisdictions. In addition, specialty courts focus on the person, not the case. The person involved in a specialty court may, in fact, have multiple cases, and the cases may fall into multiple categories. OSCA does not have statistics on the number of cases on specialty courts.

For these reasons, in both the workload study and resulting model, specialty courts are dealt with separately from the case categories and are not given a case weight. This approach is consistent with that taken in NCSC workload studies in other states.

Judicial officers reported all on- and off-the-bench time spent on specialty courts together, regardless of the types of cases involved. The only separation was reporting time spent in specialty courts for juveniles versus adults.

Time judicial officers reported spending on specialty courts was not included in any case weight and was, instead, subtracted from the FTE a district has available for traditional case processing (see “FTE Adjustments by District” later in this report for details).

Time Study Training and Data Collection

NCSC provided training for participating judicial officers in four webinar sessions conducted between October 13 and October 22, 2015. NCSC also provided written instructions to all study participants.

The webinar sessions provided an overview of the workload study as well as instructions on how to manually track and electronically report all work-related time. NCSC posted recordings of webinar sessions and materials online for participants to reference during the study and for those who were unable to participate in the webinar sessions.

Study participants tracked all of their work time in a minimum of five-minute increments using a manual time tracking form and then entered the information into an on-line data entry site maintained by NCSC. Participants had access to a “help desk,” staffed during weekday working hours, where they could submit questions about data entry and report data entry errors. A separate data correction system allowed participants to indicate data entries that required correction. NCSC staff corrected all reported entry errors.

Calculations of Model Components

The value of a workload assessment model based on weighted caseload and non-case-related activities is the model’s adaptability to real or anticipated changes in caseload and court processes. In electronic form, the model can be updated to reflect changes in court filings. Case weights and non-case-related activities can be modified to reflect actual or proposed changes in court processes. The electronic model will calculate the effect of such changes on judicial resources.

Appendix E contains a printed version of the new judicial workload assessment model with the case weights from the study and calculations on non-case-related activities. Appendix F contains a special version of the model with a modification for the JNAC-recommended “best practices” case weight in juvenile dependency cases.

This section details how the NCSC project team calculated the data presented in the model.

Building Additional Time

Before performing calculations for the judicial workload assessment model, the NCSC project team built additional work time for the following:

- Reported leave
- Time reported as work on the NCSC study
- Missing reports
- Plan B judge time

Estimating work that would have been done if a judge was not on leave was necessary because the October 26 to November 20 time-study period was not likely to be representative of leave usage throughout the year. NCSC instead accounted for leave usage by annualizing reported time with the assumption all judicial officers, regardless of the amount of leave time taken during the study, worked a total of 208 days during the year.

The NCSC project team built each judicial officer’s leave, time-study work, and any missing daily reports, based on the other work the person reported during the time study. NCSC assumed the reported data to be a reasonable representation of the person’s daily work. If a judicial officer did not enter any time at all for a work day, NCSC built the time as if the person was on leave. NCSC estimated time for judicial officers who were on leave for the entire study, for the four judges who did not submit any reports, and for one judge who reported time for only one week of the study, based on the work of all reporting participants across the state.

To account for work by Plan B judges, OSCA provided the combined total time Plan B judges worked in the participating counties in 2015. Plan B time in the participating courts totaled 1186.5 days, or 533,925 minutes. NCSC added a proportional amount of Plan B judge time to each

case category (except Municipal Parking in Multnomah), and specialty court work, based on the relative proportion of time spent on each case category across the 16 participating courts. NCSC added Plan B judge time to case activities and specialty court work only, not non-case-related activities such as court administration.

Finally, the NCSC project team annualized all of the data to a 208-day judge year. The data collection period included 19 work days and 1 holiday (Veteran’s Day). For each case category or non-case-related activity, the NCSC team took the average time per day over the 19 days and multiplied by 208 days.

Case Weights

To calculate the initial case weights for each case category, NCSC used the annualized time for the category and divided by the corresponding annual filings. For example, the time study data indicate that judicial officers in the participating counties spend a total of 1,549,805 minutes processing Civil – General cases annually. Dividing the total time by the annual filings in participating counties for Civil – General cases (31,272) yields a case weight of 50 minutes. This means that, on average, Oregon’s judicial officers spend 50 minutes on each Civil – General case throughout the life of the case, including cases that settle with minimal judge involvement and those that reach disposition via a lengthy jury trial.

Figure 5 (page 7) shows the annualized minutes from the time study, 2015 filings, and calculated case weights for each case category.

The JNAC met on March 15, 2016, and April 5, 2016, to review the study’s findings and either approve or recommend adjustments to the final case weights.

After considering information from NCSC’s in-depth study of Oregon’s juvenile courts (including observations of dependency hearings and focus groups with juvenile judges), the JNAC recommended the creation of a best practices dependency case weight with additional time for shelter hearings (3 minutes per case), permanency hearings (15 minutes per case), and off-the-bench work, including review of documents in preparation for hearings and work on judgments after hearings (32 minutes per

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Figure 5: Case Weight Calculations

Case Category	Annualized Time Reported (Minutes)	2015 Filings (In Participating Courts)	Case Weight
Civil-General	1,549,805	31,272	50
Post-Conviction Relief	27,397	116	236
FED	199,480	13,157	15
Small Claims	147,288	46,639	3
Civil & Dom Rel Protective Orders	464,614	10,249	45
Domestic Relations-General	1,607,470	14,579	110
Civil Commitment	132,272	7,084	19
Probate-Estates & Trusts	115,916	3,067	38
Probate-Protective Proceedings	104,042	1,351	77
Juvenile-Felony & Misdemeanor	307,418	2,338	131
Juvenile-Violation	36,836	716	51
Juvenile-Dependency	987,308	3,085	320
Juvenile-TPR	122,925	1,058	116
Felony	2,304,268	19,633	117
Misdemeanor	1,271,869	28,721	44
Violation	310,370	165,932	2
Procedural Matters	246,643	4,803	51
Municipal Parking (Multnomah Only)	97,782	268,731	0.36

case). In all, the JNAC recommended that the dependency case weight be increased 50 minutes to 370. More information on the court observations, focus groups, and best practice case weight can be found in NCSC's report *The Oregon Juvenile Court: A Study of Time and Hearing Quality*.

After reviewing information about the variations in court procedures regarding violation cases involving juveniles, the JNAC recommended that all violations be combined in one category, regardless of whether the person is a juvenile or adult. Some violations are filed and entered as petitions on juvenile cases, while others are filed as citations on offense cases, making case statistics not comparable across the state. Because of the sheer volume of violation cases, combining the original two violation categories into one did not change the final violation case weight.

Figure 6 shows the final recommended judicial workload case weights.

The model applies the case weights to 2015 case filings in all 27 judicial districts across the state by case category (Appendices E and F, lines 3 through 19).

Data are shown by judicial district because the legislature statutorily authorizes judicial positions by judicial district, not by county. The

Figure 6: Final Judicial Workload Case Weights (minutes)

Case Category	Case Weights
Civil-General	50
Post-Conviction Relief	236
FED	15
Small Claims	3
Civil & Dom Rel Protective Orders	45
Domestic Relations-General	110
Civil Commitment	19
Probate-Estates & Trusts	38
Probate-Protective Proceedings	77
Juvenile-Felony & Misdemeanor	131
Juvenile-Dependency	320
Juvenile-Dependency (recommended)	370
Juvenile-TPR	116
Felony	117
Misdemeanor	44
Violations (juvenile and adult)	2
Procedural Matters	51
Municipal Parking (Multnomah Only)	0.36

model shows "total filings" for each judicial district (line 20) and the weighted "case-specific workload" for each district (the sum of weights x filings) on line 21. Courts marked with an asterisk (*) participated in the study.

Judge Availability

The NCSC project team multiplied the judge day (7.5 hours or 450 minutes) by the 208-day judge year to calculate the "average annual availability." The calculation results in an annual availability of 93,600 minutes that judges are expected, on average, to be available for court work each year. The number is a constant value applied across all judicial districts (model line 22).

Not all 93,600 minutes in the judicial year are devoted to case work. The model accounts for time judges spend on travel, administrative work, specialty courts, and other work not directly related to cases through adjustments to the average annual availability of judges in each district, and to each district's judge FTE available for case workload.

Due to differences in travel time and time dedicated to specialty court work, some of the adjustments in each category differ across districts.

Availability Adjustments per Judge

Adjustments applied per judge represent time taken out of the availability of each judge in the district. These are activities, like non-circuit travel, that would also have to be performed by any new judges added to a district. The per-judge adjustments are as follows:

- **Other Non-Case-Specific Work (model line 24)** – non-case-specific work that is not related to court administration. All judges dedicate some portion of their time to activities that are not related to processing specific cases or to the administration of the court (e.g., general legal research or writing; participation on task forces, commissions, or other committees; speaking at civic functions). This adjustment is the mean time that participants reported in the Other Non-Case-Related Work category: 6,291 minutes per year. The number is applied uniformly for all judges across the state.

- **Judicial Court Administration (line 25)** – the court administration work associated with each judge in a district. The NCSC project team analyzed the time each court's judicial officers reported in the study's two Judicial Court Administration categories and used linear regression analysis to separate the average administration time associated with each additional judge from the core administration time needed to run a court regardless of its size. The per-judge administration time—applied uniformly to all judges across the state—is 8,108 minutes per year.

- **Substitute Travel (line 26)** – travel to another court location to substitute for another judicial officer. Due to the relative rarity of substitute travel, the small amount of substitute travel reported during the time study, the variability of substitute travel from district to district, and the fact that not all districts participated in the study, NCSC did not use time study data for the substitute travel deduction. Instead, OSCA estimated per-judge substitute travel for each district based on mileage reimbursement for substitute travel for 2015 and substitute travel judges reported to OSCA in 2015. Because the prevalence of substitute travel varies widely between districts, the adjustment is specific to each district and ranges from 0 minutes in eight districts to 2,023 minutes per year in the Baker County.

- **Other Travel (line 27)** – travel for any reason other than substitute or circuit travel. The NCSC project team first calculated the mean reported time per judicial officer: 1,095 minutes per year. As in the OJD's prior judicial workload study, NCSC then added the time required for each judge to make two round-trips to Salem. This total "Travel: Other" adjustment ranges from 1,095 minutes per year in Marion County (the court in Salem) to 2,894 minutes per year in Malheur County.

Model line 28 shows the remaining annual minutes—after adjustments—that each judge has available for case workload in each judicial district.

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FTE Adjustments by District

Model line 29 shows the number of statutorily authorized judicial positions in each judicial district. Some adjustments are reductions to the authorized judge FTE a district has available for case workload. The FTE-based adjustments are for activities where the total time spent within a district would be expected to remain constant even if the number of judges changes.

The model shows the following FTE adjustments:

- **Circuit Travel (model line 31)** – time required to travel between courthouses and other facilities within a judicial officer's own district. For districts that participated in the study, this is the amount of time judicial officers in the district reported in the "Travel-Circuit" category, annualized and converted to an FTE value. For districts that did not participate, this is the value reported or calculated in the prior judicial workload study. Eighteen of Oregon's 27 judicial districts do not receive a circuit travel deduction. The highest circuit travel deduction is 0.25 FTE in the 7th Judicial District, which includes Hood River, Wasco, Gilliam, Sherman, and Wheeler Counties.
- **Core Court Administration (line 32)** – the court administration time necessary to run a court, regardless of its size. As previously noted, NCSC ran a linear regression to differentiate core court administration from the increase in administration time associated with each additional judge in a district. The constant from the regression was 1,134 minutes per year, or .01 FTE. This adjustment is applied uniformly across all districts.
- **Specialty Courts (line 33)** – any on- or off-the-bench work concerning specialty courts, including drug courts, veterans courts, mental health courts, family dependency treatment courts, DUII courts, domestic violence courts, and juvenile drug courts. For districts that participated in the study, this is the amount of time judges in the district reported in the Specialty Court

category, annualized and converted to an FTE value. For districts that did not participate, OSCA provided NCSC with estimates using the amount of time the district dockets for specialty court and a ratio (based on time study data and specialty court docket data from participating courts) of 2.3 hours of total judicial work (on- and off-bench) for each hour of docketed specialty court time. The adjustment ranged from 0 FTE in two districts that do not have specialty courts to 1.86 FTE in Multnomah County.

Model line 34 shows the available supply of statutory judicial positions after the FTE adjustments for circuit travel, core court administration, and specialty courts.

Judicial Resource Need

Applying the JNAC-adopted case weights to cases filed in 2015, the result allows a comparison of judicial needs in each district with the judicial time available to process cases. These case weights are grounded in current practices (as measured by the time study), and with the exception of the juvenile dependency best practice case weight, are estimates of the amount of time judges are currently taking to process cases, not the amount of time needed to process cases most effectively.

Once the case-specific workload is established and adjustments are made to the amount of time judges are available to process cases, the overall judicial resource need for each judicial district can be calculated. Dividing a district's weighted caseload (model line 21) by the yearly minutes available per judge after per-judge adjustments (line 28) yields the predicted FTE required to handle the district's caseload at 2015 filing levels (line 35). Comparing the predicted FTE required at current caseload levels (line 35) to the FTE supply after adjustments (line 34) results in an estimate of the relative need for additional judicial resources in each district (line 36).

Model line 37 compares FTE "need" (line 36) to the number of statutorily authorized judicial positions (line 29), showing the percentage of

difference to existing statutory positions. For example, Linn County's current need for 1.53 FTE of additional judicial resources represents 31% of their current supply of five authorized positions.

Line 38 includes the number of referee positions that are funded on an ongoing basis by OJD. This line is included for reference only, and shows that some courts have referees available to offset some of their judicial workload. These positions, however, are not interchangeable with statutory judge positions, and therefore are not included in the need calculations on lines 36 and 37.

Negative numbers on model lines 36 and 37 indicate that ten judicial districts need one or more additional judicial positions to handle their caseloads. Other districts that have negative numbers on model lines 36 and 37 show a small need for additional judicial positions and may not necessitate more judicial positions. Three courts show positive numbers on model lines 36 and 37, but one is a single judge district and two are two judge districts that show a need for more than 1½ positions.

NCSC emphasizes that, with the exception of the version of the model that includes the JNAC-recommended juvenile dependency best practice case weight, the model does not incorporate any adjustments for best practices or other qualitative measures. The model's predictions indicate the resources needed to bring all courts to the same average level, not an optimal level.

NCSC also recognizes that very small courts require resources to "keep the doors open" and provide an adequate level of public service, regardless of the size of the court's caseload.

Judicial Resource Allocations within Districts

An additional benefit of a weighted caseload model is that it can guide the allocation of judicial resources within a district. The JNAC requested information to assist presiding judges with allocating their districts' judicial resources across broad case categories. A key

impetus to expanding the scope of study beyond focusing solely on juvenile cases was to assist courts in determining which areas are most under-resourced and to aid presiding judges in matching judge assignments with their court's caseload.

The table in Appendix G shows the case weights applied to each district's filings in seven broad categories. The table provides a proportional distribution of judicial resources in the district that accounts for the mix of filings and number of judges and referees available in the district. For example, the model shows that Jackson County has nine judicial positions, with 0.93 FTE dedicated to specialty courts, circuit travel, and core court administration. The case weights and case mix in Jackson County suggest that the remaining 8.07 judicial FTE could be allocated as follows:

- 3.40 for Felony / Misdemeanor cases
- 1.52 for Civil cases
- 1.42 for Juvenile cases
- 1.31 for Domestic Relations / Protective Order cases
- 0.36 for Probate and Civil Commitment cases
- 0.07 for Violation cases

Three caveats apply to interpreting the table in Appendix G. First, it looks only at how courts might allocate current resources, not the resources they need in order to process their cases effectively. In courts where the model shows a large need for additional resources, following the allocations in the table will make all case categories in the district equally under-resourced compared to the rest of the state.

Second, the table in Appendix G is based on the study model in Appendix E and does not account for any best practices. Courts attempting to implement best practices in dependency or any other type of case may need to consider allocating more judicial resources than shown in Appendix G.

Last, the table does not incorporate any additional considerations, such as statutory requirements and timelines, that may cause a court to prioritize one type of case over another. In allocating scarce judicial resources, courts must often balance the needs and rights

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of parties to various types of cases. The information in Appendix G provides a starting point for doing so but should not be the only consideration in allocating judicial resources across case categories.

Conclusions

The final judicial workload assessment model indicates the Oregon circuit courts are significantly under resourced, even more so when the juvenile dependency "best practices" case weight is considered. Some circuit courts are using referee positions—sometimes carved out of staff budgets—to cope with the shortage of statutory judges.

The model indicates that the following courts have the greatest need for additional statutorily authorized judicial positions:

1. Jackson
2. Douglas
3. Josephine
4. Clackamas
5. Washington

For reference purposes, although not part of the model calculations, model line 38 shows the number of referees funded in each judicial district through the OJD's budget. If referees are considered in meeting judicial resource needs, and judicial positions are not used to replace referees, the model indicates the following counties have the greatest need for additional judicial resources:

1. Jackson
2. Josephine
3. Deschutes
4. Washington
5. Linn

NCSC notes that, while referees may help compensate for a court's shortage in judicial positions, referees are limited in the types of work they can do and are, therefore, not an adequate long-term solution to the need for more judges in many districts.

Recommendations

The NCSC project team recommends the OJD do the following:

Recommendation #1: Continually advocate for the statutory judicial positions and other judicial resources needed to ensure that each district has sufficient resources to process its caseload timely and effectively.

Recommendation #2: Adopt the version of the model that incorporates the juvenile dependency "best practices" case weight.

Recommendation #3: Maintain the model by updating each court's case filing data annually. OSCA should also evaluate whether using a multi-year average of each district's filings would provide a better projection of long-term need.

Recommendation #4: Maintain the model by updating case weights, as needed, to reflect legislatively mandated changes (e.g., a requirement for additional hearings or for additional findings on a particular type of case).

Recommendation #5: After all courts have migrated to the Odyssey system, provide an opportunity for courts unable to participate in the current study to participate in a future study, and use the information to validate or update the case weights and non-case-related deductions applied in their districts.

Recommendation #6: Treat the case weights presented in this report as a baseline, the starting point for determining judicial resource needs in each district across the state. OJD should consider performing additional studies like the in-depth juvenile study to establish best practices in other case categories and update the judicial workload assessment model accordingly.

Recommendation #7: Conduct a new time study every seven to ten years to update the case weights in the judicial workload assessment model.

Appendices

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Appendix A: Judicial Officer Case Type Collection Categories and Descriptions

Civil—General:

CONT Contract
IDRD Identity Record
INJR Injunctive Relief
PRFR Property - Foreclosure
PRGN Property - General
PRWR Property - Water Rights
RVAR Review - Arbitration
RVAF Review - Attorney Fee
RVBT Review - Breath Test Refusal Appeal
RVGA Review - Government Actions
RVGP Review - Gun Permit Appeal
RVWR Review - Writ of Review
TTGN Tort - General
TTML Tort - Malpractice Legal
TMM Tort - Malpractice Medical
TTPL Tort - Products Liability
TTWD Tort - Wrongful Death

Post-Conviction Relief:

PCVR Post-Conviction Relief

FED: includes the following types of cases:

LTGN Landlord/Tenant - General
LTRS Landlord/Tenant - Residential
LTAP Landlord/Tenant - Appeal from Justice Court

Small Claims:

SCGN Small Claims - General
SCAP Small Claims - Appeal from Justice Court

Civil and Domestic Relations Protective Orders (Oregon Issued):

POEA Protective Order - Elder Abuse
POFA Protective Order - FAPA
POSA Protective Order - Sexual Abuse
POST Protective Order - Stalking

Domestic Relations—General:

ADPN Adoption
ANMT Annulment
DISS Dissolution
FILN Filiation
PCSV Petition
Custody/Support/Visitation
SEPN Separation

Civil Commitment:

CVCM Civil Commitment

Probate—Estates and Trusts

ESGN Estate - General
TRST Trust
ESAC Estate - Appeal from County Court
TRAC Trust - Appeal From County Court

Probate—Protective Proceedings:

APPR Adult Protective Proceedings - Appeal from County Court
MPPR Minor Protective Proceedings
MPAC Minor Protective Proceedings - Appeal from County Court

Juvenile—Delinquency Felony & Misdemeanor:

JUFE Juvenile Delinquency Felony
JUMI Juvenile Delinquency Misdemeanor

Juvenile—Delinquency Violation:

JUVI Juvenile Delinquency Violation

Juvenile—Dependency

DPJV Juvenile Dependency
EMPN Juvenile Emancipation
DPJD Juvenile Dependency - Judicial Determination
JUJP Juvenile Permanent Guardianship
DPAC Juvenile Dependency - Appeal from County Court

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Juvenile—TPR:

TMPR Juvenile Termination of Parental Rights

Felony:

OFFE Offense Felony

Misdemeanor:

OFMI Offense Misdemeanor
AMJC Appeal Misdemeanor - from Justice Court
AMMC Appeal Misdemeanor - from Municipal Court

Violation:

OFVI Offense Violation
AVJC Appeal Violation - from Justice Court
AVMC Appeal Violation - from Municipal Court

Procedural Matters:

CWHC Constitutional Writs - Habeas Corpus
CWRG Constitutional Writs - General
CWRM Constitutional Writs - Mandamus
PMCP Procedural Matters - Contempt of Court Punitive
PMCR Procedural Matters - Contempt of Court Remedial
PMEX Procedural Matters - Extradition
PMWH Procedural Matters - Material Witness Hold
PMSO Procedural Matters - Relief From Sex Offender Registration
PMAR Procedural Matters - Set Aside Arrest Record

Parking (Multnomah Only):

OPPK Municipal Parking

The following notes applied to the data collection:

- Time spent working on a criminal case that had multiple types of charges was assigned to the case type of the most serious charge
- Time spent processing search warrants was assigned to the Felony case category
- Time spent processing probation violations was assigned to case type of the offense that caused the person to be placed on probation.

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Appendix B: Judicial Officer Case-Related Activities

This appendix provides definitions for each of the case-related activities that judicial officers used to record their time during the time study.

Activities that applied only to juvenile cases are marked with an asterisk (*).

Jury Trial

For purposes of the time study, a jury trial begins when the judge has a panel and is ready to begin *voir dire* and ends with dismissal of the jury. Time spent in a jury trial does not include time spent on pretrial motions and matters not related to the trial that may be heard during jury breaks and deliberations.

Settlement Conference

Any time spent in a settlement conference, which is defined as a hearing or conference conducted by a judicial officer to assist parties in settling a case without proceeding to trial.

Shelter Hearing*

Any time spent in a dependency hearing to determine issues attendant to the removal of a child from parental custody prior to determination of jurisdiction. This includes hearings required by ORS 419B.183, and any other pre-adjudication review of the need for out-of-home placement.

Detention Hearing*

Any time spent in a delinquency hearing held to determine whether the juvenile will remain in detention prior to adjudication of allegations.

Initial Appearance*

Any time spent in an initial appearance for parents in a termination of parental rights case.

Pre-Trial Hearing*

Any time spent in a dependency, delinquency, or TPR hearing held for one or more of the following purposes:

- 1) Wording of the petition
- 2) Negotiations
- 3) Denial of allegations
- 4) Scheduling a trial

Examples:

- Pre-trial Hearings
- Pre-trial Conferences
- Settlement Conferences
- Status Conferences
- Trial Readiness Hearings

This category does not include hearings that resulted in either the court taking jurisdiction over a child or youth, or in the termination of parental rights.

Adjudication Hearing*

Any time spent in a contested or uncontested hearing where any of the following occurred:

- The court made determinations on dependency, delinquency, or TPR allegations
- The court took jurisdiction over a child or youth
- The court terminated a parent's parental rights

Examples:

- Trials
- Jurisdiction Hearings
- Jurisdiction/Disposition Hearings
- Termination of Parental Rights Hearings
- Prima Facie Hearings
- Fact-finding Hearings

Disposition Hearing*

Any time spent in a post-adjudication dependency or delinquency hearing held to determine disposition.

Permanency Hearing*

Any time spent in dependency hearings required to review and determine permanency planning for a child as described in ORS 419B.476.

Review Hearing*

Any time spent in dependency or delinquency hearings held to review the implementation of disposition.

Other On-the-Bench Case Work (Excluding Specialty Court)

All time on the bench except for time reported in the categories above, and time spent on specialty/treatment court work, which is reported under its own category.

Off-the-Bench Case Work (Excluding Specialty Court)

Any out-of-court time spent on work related to a specific case, with the exception of work related to specialty court programs.

Examples:

- Preparing for hearings
- Reading case files
- Writing or signing judgments, orders, or other case documents
- Doing legal research that is related to a specific case or case type
- Reviewing Citizen Review Board findings and recommendations

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Appendix C: Case-related Activities Applicable to Each Case Category

Not all activities in the time study were applicable to all case categories. This listing provides information regarding the activities that applied to each case category studied.

Civil—General

- Settlement Conference
- Jury Trial
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Post-Conviction Relief

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

FED

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Small Claims

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Civil and Domestic Relations Protective Orders (Oregon Issued)

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Domestic Relations—General

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Civil Commitment

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Probate—Estates and Trusts

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Probate—Protective Proceedings

- Settlement Conference
- On-the-Bench Case Work
- Off-the-Bench Case Work

Juvenile—Delinquency Felony & Misdemeanor

- Detention Hearing
- Pre-Trial Hearing
- Adjudication Hearing
- Disposition Hearing
- Review Hearing
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Juvenile—Delinquency Violation

- On-the-Bench Case Work
- Off-the-Bench Case Work

Juvenile—Dependency

- Shelter Hearing
- Pre-Trial Hearing
- Adjudication Hearing
- Disposition Hearing
- Permanency Hearing
- Review Hearing
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Juvenile—TPR

- Initial Appearance
- Pre-Trial Hearing
- Adjudication Hearing
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Felony

- Settlement Conference
- Jury Trial
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Misdemeanor

- Settlement Conference
- Jury Trial
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

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Violation

- Settlement Conference
- Other On-the-Bench Case Work
- Off-the-Bench Case Work

Procedural Matters

- Settlement Conference
- On-the-Bench Case Work
- Off-the-Bench Case Work

Municipal Parking (Multnomah Only)

- Settlement Conference
- On-the-Bench Case Work
- Off-the-Bench Case Work

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Appendix D: Judicial Officer Non-Case-Related Activity Definitions

This appendix provides definitions for each of the non-case-related activities that judicial officers used to record their time during the time study.

Court Administration—Juvenile & All Other Work directly related to the administration of the court but not associated with a specific case. Court administration work that specifically concerns juvenile cases should be recorded as Court Administration – Juvenile. Court administration work that does not concern juvenile cases, or that applies to general court operations, should be recorded as Court Administration – All Other.

Examples:

- Duties specific to the presiding judge
- Managing case assignments
- Managing court dockets and scheduling
- Managing or changing court programs or business processes
- Participating in hiring, interviewing, or other personnel-related matters
- Participation in decision-making on court budgets or facility management
- Meeting, communicating with, or planning for meetings with government agencies or other stakeholders

Conferences and Seminars

Attending or presenting at judicial conferences, educational seminars, and continuing legal education (CLE).

Travel – Circuit

“Circuit riding.” The time required to travel between courthouses in your district or the time required to travel between the courthouse and jail. This is travel that occurs regularly and with the judge’s or referee’s judicial district. It does not include travel to substitute for another judge within the district or in another district.

Travel – Substitute

Traveling to another court to substitute for another judge for any reason (e.g., illness, conflict). This is travel that occurs sporadically. It may include travel to substitute for another judge within the same district as well as other districts. Note: A judge substituting for another judge should record substitute travel in his or her home court, not the court that he or she is substituting in.

Travel – Other

Traveling to meetings or civic/community functions.

Other Non-Case-Related Work

All other time spent on judicial duties that do not relate to specific cases and do not fit into any of the categories above. This includes any community work done in your official capacity as a judge.

Examples:

- General legal research or writing that is not specific to a case
- Speaking or preparing to speak in an official capacity at schools, bar associations, or civic organizations. Volunteer work that is done in a non-official capacity (such as sponsoring a youth group or participating on other youth programs), as well as any paid work for organizations other than the Oregon Judicial Department (such as teaching a university class) should not be included.

Personal Time (During Court Business Hours)

Time away from the court for personal reasons during regular court hours, other than for lunch or short breaks (e.g., illness, military duty).

Judges spend considerable time on court work after hours and on weekends. The sole purpose of this category is to allow NCSC to ensure that there are no inadvertent gaps in the data reported.

NCSC Time Study Data Tracking and Entry

Time spent tracking and entering time on the NCSC website for the judicial time study.

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Appendix E: Basic Judicial Workload Assessment Model

Oregon Circuit Court Judicial Workload Assessment Model (with 2015 Calendar Year Filings)										
		1	2	3	4	5	6	7	8	
Case-Specific Workload Calculations		1 Judicial District	1	2	3	4	5	6	7	8
2 Case Type	Weight (Minutes)	Jackson*	Lane*	Marion*	Multnomah*	Clackamas	Morrow Umatilla	G/HR/S/ W/W	Baker	
3 Civil--General	50	2,643	4,623	4,046	11,936	4,796	868	557	169	
4 Post Conviction Relief	236	2	1	77	11	4	106	3	0	
5 FED	15	1,273	1,778	1,979	5,592	982	307	118	1	
6 Small Claims	3	5,980	8,010	6,058	13,114	5,491	1486	923	0	
7 Civil/Dom Rel Protective Orders	45	910	1,891	817	3,562	1,071	361	163	56	
8 Domestic Relations--General	110	1,338	2,366	2,194	4,333	1,977	580	329	140	
9 Civil Commitment	19	1,160	204	594	3,664	568	71	34	8	
10 Probate--Estates and Trusts	38	235	419	293	1,171	717	96	78	23	
11 Probate--Protective Proceedings	77	262	90	154	334	175	23	15	5	
12 Juvenile--Felony/Misdemeanor	131	313	171	410	573	249	61	113	27	
13 Juvenile--Dependency	320	479	708	392	562	206	99	72	67	
14 Juvenile--TPR	116	94	244	144	263	81	17	50	8	
15 Felony	117	3,090	2,305	2,398	4,386	2,257	923	723	163	
16 Misdemeanor	44	2,898	1,391	3,677	11,962	3,492	1,190	1,091	322	
17 Violation	2	4,736	8,268	7,269	117,394	557	7,030	6,244	261	
18 Procedural Matters	51	976	513	744	975	41	23	32	25	
19 Municipal Parking	0.36	0	0	0	268,731	0	0	0	0	
20	Total Filings	26,389	32,702	31,246	448,583	22,664	13,231	10,545	1,275	
21	Case-Specific Workload (Weights x Filings)	1,162,408	1,293,222	1,271,404	3,206,407	1,117,982	381,139	271,745	88,737	
AAA Adjustments										
22	Average Annual Availability (AAA)	93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600	
23	AAA Adjustments per Judge									
24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291	
25	Judicial Court Administration (-)	8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108	
26	Travel-Substitute (-)	64	19	127	13	0	129	0	2,023	
27	Travel-Other (-)	2,185	1,402	1,095	1,321	1,277	2,314	1,613	2,775	
28	AAA for Case-Specific Workload	76,952	77,780	77,979	77,867	77,924	76,758	77,588	74,403	
Judicial Resource Calculations										
29	Authorized Judicial Positions	9	15	14	38	11	5	4	1	
30	FTE Adjustments by District									
31	Travel-Circuit (-)				0.19		0.11	0.25		
32	Core Court Administration (-)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
33	Specialty Courts (-)	0.92	0.35	0.85	1.86	1.19	0.26	0.29		
34	FTE Judicial Resource Supply Available	8.07	14.64	13.14	35.94	9.80	4.62	3.45	0.99	
35	FTE Judicial Resource Predicted Demand	15.11	16.63	16.30	41.18	14.35	4.97	3.50	1.19	
36	Difference (FTE Supply Available Minus Predicted Demand)**	-7.04	-1.99	-3.16	-5.24	-4.55	-0.35	-0.05	-0.20	
37	Difference (As Percentage of Authorized Positions)**	-78%	-13%	-23%	-14%	-41%	-7%	-1%	-20%	
38	# of Referees	0.00	0.00	3.50	13.31	1.00	0.00	0.00	0.00	

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 **Negative numbers on Lines 36 and 37 indicate need for additional judicial resources.

SPECIAL REPORTS

Oregon Judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model (with 2015 Calendar Year Filings)											
			9	10	11	12	13	14	15	16	
			Malheur	Union Wallowa	Deschutes	Polk	Klamath	Josephine*	Coos Curry	Douglas*	
Case-Specific Workload Calculations	1	Judicial District									
	2	Case Type	Weight (Minutes)								
	3	Civil--General	50	318	295	2,105	720	835	1,072	1,599	1,244
	4	Post Conviction Relief	236	90	0	0	3	4	5	5	1
	5	FED	15	15	98	837	373	640	381	447	438
	6	Small Claims	3	148	273	2,149	739	1,393	2,088	2,225	2,021
	7	Civil/Dom Rel Protective Orders	45	102	58	663	196	482	577	394	655
	8	Domestic Relations--General	110	163	232	1,207	493	482	573	546	690
	9	Civil Commitment	19	19	25	351	50	68	328	154	475
	10	Probate--Estates and Trusts	38	2	46	160	67	76	122	156	213
	11	Probate--Protective Proceedings	77	1	33	106	39	68	88	58	91
	12	Juvenile--Felony/Misdemeanor	131	35	44	155	70	133	72	94	87
	13	Juvenile--Dependency	320	76	56	120	79	268	181	219	205
	14	Juvenile--TPR	116	24	5	13	19	67	40	46	67
	15	Felony	117	222	285	1,763	509	1,009	827	995	1,747
	16	Misdemeanor	44	425	607	2,735	604	1,531	1,083	2,304	932
	17	Violation	2	118	3,194	6,190	2,311	4,559	4,603	8,591	1,395
	18	Procedural Matters	51	44	12	176	114	110	152	104	373
	19	Municipal Parking	0.36	0	0	0	0	0	0	0	0
	20	Total Filings		1,802	5,263	18,530	6,386	11,705	12,392	17,937	10,634
21	Case-Specific Workload (Weights x Filings)		139,688	141,250	712,948	247,288	449,499	407,159	513,627	556,559	
AAA Adjustments	22	Average Annual Availability (AAA)	93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600	
	23	AAA Adjustments per Judge									
	24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291	
	25	Judicial Court Administration (-)	8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108	
	26	Travel/Substitute (-)	1,064	581	0	0	92	76	27	66	
	27	Travel/Other (-)	2,895	2,564	1,724	1,167	2,218	2,050	2,031	1,729	
28	AAA for Case-Specific Workload	75,242	76,056	77,477	78,034	76,891	77,075	77,143	77,406		
Judicial Resource	29	Authorized Judicial Positions	2	2	7	3	5	4	6	5	
	30	FTE Adjustments by District									
	31	Travel/Circuit (-)		0.05				0.01	0.01		
	32	Core Court Administration (-)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
	33	Specialty Courts (-)	0.13	0.16	0.32	0.13	0.28	0.65	0.10	0.48	
	34	FTE Judicial Resource Supply	1.86	1.78	6.67	2.88	4.70	3.33	5.88	4.51	
	35	FTE Judicial Resource Predicted Demand	1.86	1.86	9.20	3.17	6.55	5.28	6.66	7.19	
	36	Difference (FTE Supply Available Minus Predicted Demand)**	0.00	-0.08	-2.53	-0.31	-1.16	-1.95	-0.78	-2.68	
37	Difference (As Percentage of Authorized Positions)**	0%	-4%	-36%	-10%	-23%	-49%	-13%	-54%		
38	# of Referees		0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	

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**Negative numbers on Lines 36 and 37 indicate need for additional judicial resources.

SPECIAL REPORTS

Oregon Judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model (with 2015 Calendar Year Filings)											
			17	18	19	20	21	22	23	24	
			Lincoln*	Clatsop*	Columbia*	Washington	Benton*	Crook* Jefferson*	Linn*	Grant Harney	
Case-Specific Workload Calculations	1	Judicial District									
	2	Case Type	Weight (Minutes)								
	3	Civil--General	50	664	529	647	6,084	497	525	1,455	114
	4	Post Conviction Relief	236	1	1	1	27	1	7	4	0
	5	FED	15	230	167	158	2,707	163	213	442	0
	6	Small Claims	3	787	1,190	558	6,458	1,338	685	2,843	8
	7	Civil/Dom Rel Protective Orders	45	210	227	204	864	148	262	509	51
	8	Domestic Relations--General	110	285	270	344	2,705	332	232	857	109
	9	Civil Commitment	19	68	27	132	64	138	44	93	16
	10	Probate--Estates and Trusts	38	75	74	64	371	85	42	103	1
	11	Probate--Protective Proceedings	77	25	23	40	182	47	21	104	5
	12	Juvenile--Felony/Misdemeanor	131	35	63	68	236	39	129	178	8
	13	Juvenile--Dependency	320	67	73	100	373	59	82	84	29
	14	Juvenile--TPR	116	29	58	36	69	16	12	24	4
	15	Felony	117	540	486	314	3,095	509	498	1,408	143
	16	Misdemeanor	44	1,158	594	407	4,329	1,169	841	978	224
	17	Violation	2	2,952	5,332	2,051	1,107	1,892	3,951	1,843	77
	18	Procedural Matters	51	96	204	117	53	95	135	174	19
	19	Municipal Parking	0.36	0	0	0	0	0	0	0	0
	20	Total Filings		7,222	9,318	5,241	28,724	6,528	7,679	11,099	808
21	Case-Specific Workload (Weights x Filings)		240,435	220,179	201,469	1,452,097	229,659	229,099	493,027	59,238	
AAA Adjustments	22	Average Annual Availability (AAA)	93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600	
	23	AAA Adjustments per Judge									
	24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291	
	25	Judicial Court Administration (-)	8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108	
	26	Travel/Substitute (-)	109	0	0	20	42	154	0	372	
	27	Travel/Other (-)	1,493	1,748	1,460	1,335	1,263	1,839	1,210	2,348	
28	AAA for Case-Specific Workload	77,599	77,453	77,741	77,846	77,896	77,208	77,991	76,481		
Judicial Resource Calculations	29	Authorized Judicial Positions	3	3	3	14	3	3	5	1	
	30	FTE Adjustments by District									
	31	Travel/Circuit (-)						0.21		0.19	
	32	Core Court Administration (-)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
	33	Specialty Courts (-)	0.29	0.45	0.17	1.03	0.23	0.10	0.20	0.05	
	34	FTE Judicial Resource Supply	2.70	2.54	2.62	12.96	2.76	2.68	4.79	0.76	
	35	FTE Judicial Resource Predicted Demand	3.10	2.94	2.59	18.65	2.95	2.97	6.32	0.77	
	36	Difference (FTE Supply Available Minus Predicted Demand)**	-0.40	-0.30	0.23	-5.69	-0.19	-0.29	-1.53	-0.02	
	37	Difference (As Percentage of Authorized Positions)**	-13%	-10%	8%	-41%	-6%	-10%	-31%	-2%	
	38	# of Referees	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	

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SPECIAL REPORTS

Oregon Judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model (with 2015 Calendar Year Filings)						
1 Judicial District		25	26	27	TOTAL	
2 Case Type	Weight (Minutes)	Yamhill*	Lake*	Tillamook*		
3 Civil--General	50	1,097	80	314	49,732	
4 Post Conviction Relief	236	1	3	0	358	
5 FED	15	298	25	20	19,482	
6 Small Claims	3	1,884	103	0	67,932	
7 Civil/Dom Rel Protective Orders	45	308	44	125	14,710	
8 Domestic Relations--General	110	541	49	155	23,522	
9 Civil Commitment	19	97	11	49	8,512	
10 Probate--Estates and Trusts	38	101	20	50	4,850	
11 Probate--Protective Proceedings	77	49	2	21	2,061	
12 Juvenile--Felony/Misdemeanor	131	133	8	59	3,563	
13 Juvenile--Dependency	320	42	28	23	4,749	
14 Juvenile--TPR	116	18	2	13	1,461	
15 Felony	117	877	177	271	31,720	
16 Misdemeanor	44	848	167	596	47,575	
17 Violation	2	4,191	495	76	206,887	
18 Procedural Matters	51	159	7	83	5,556	
19 Municipal Parking	0.36	0	0	0	268,731	
20 Total Filings		10,422	1,221	1,855	761,401	
21 Case-Specific Workload (Weights x Filings)		313,703	53,529	122,036	15,575,531	
22 Average Annual Availability (AAA)		93,600	93,600	93,600		
23 AAA Adjustments per Judge						
24 Other Non-Case-Specific Work (-)		6,291	6,291	6,291		
25 Judicial Court Administration (-)		8,108	8,108	8,108		
26 Travel-Substitute (-)		20	891	0		
27 Travel-Other (-)		1,220	2,564	1,450		
28 AAA for Case-Specific Workload		77,961	75,946	77,751		
29 Authorized Judicial Positions		4	1	2	173	
30 FTE Adjustments by District						
31 Travel-Circuit (-)					1.02	
32 Core Court Administration (-)		0.01	0.01	0.01	0.27	
33 Specialty Courts (-)		0.25	0.03		10.78	
34 FTE Judicial Resource Supply		3.74	0.96	1.99	160.93	
35 FTE Judicial Resource Predicted Demand		4.02	0.70	1.57	200.78	
36 Difference (FTE Supply Available Minus Predicted Demand)**		-0.28	0.26	0.42	-39.85	
37 Difference (As Percentage of Authorized Positions)**		-7%	26%	21%	-23%	
38 # of Referees		0.00	0.0	0.0	20.81	

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SPECIAL REPORTS

Oregon Judicial Officer Weighted Caseload Study, 2016

Appendix F: Judicial Workload Assessment Model with Best Practices Dependency Weight

Oregon Circuit Court Judicial Workload Assessment Model - Dependency Best Practice Case Weight (with 2015 Calendar Year Filings)											
Case-Specific Workload Calculations	1			1	2	3	4	5	6	7	8
	2	Weight (Minutes)	Jackson*	Lane*	Marion*	Multnomah*	Clackamas	Morrow	G/HR/S/ W/W	Baker	
3	Civil--General	50	2,643	4,523	4,046	11,836	4,798	868	557	169	
4	Post Conviction Relief	236	2	1	77	11	4	106	3	0	
5	FED	15	1,273	1,778	1,979	5,592	982	307	118	1	
6	Small Claims	3	5,980	8,010	6,058	13,114	5,491	1486	923	0	
7	Civil/Dom Rel Protective Orders	45	910	1,891	817	3,562	1,071	361	163	56	
8	Domestic Relations--General	110	1,338	2,386	2,194	4,333	1,977	580	329	140	
9	Civil Commitment	19	1,160	204	594	3,664	568	71	34	8	
10	Probate--Estates and Trusts	38	235	419	293	1,171	717	86	78	23	
11	Probate--Protective Proceedings	77	262	90	154	334	175	23	15	5	
12	Juvenile--Felony/Misdemeanor	131	313	171	410	573	249	61	113	27	
13	Juvenile--Dependency	370	479	708	392	562	206	99	72	67	
14	Juvenile--TPR	116	94	244	144	263	81	17	50	8	
15	Felony	117	3,060	2,305	2,398	4,388	2,257	923	723	163	
16	Misdemeanor	44	2,898	1,391	3,877	11,982	3,492	1,190	1,091	322	
17	Violation	2	4,736	8,268	7,269	117,394	557	7,030	6,244	261	
18	Procedural Matters	51	976	513	744	975	41	23	32	25	
19	Municipal Parking	0.36	0	0	0	268,731	0	0	0	0	
20	Total Filings		26,389	32,702	31,246	448,583	22,664	13,231	10,545	1,275	
21	Case-Specific Workload (Weights x Filings)		1,186,358	1,328,622	1,291,004	3,234,507	1,128,282	366,089	275,345	92,087	
22	Average Annual Availability (AAA)		93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600	
23	AAA Adjustments per Judge										
24	Other Non-Case-Specific Work (-)		6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291	
25	Judicial Court Administration (-)		8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108	
26	Travel-Substitute (-)		64	19	127	13	0	129	0	2,023	
27	Travel-Other (-)		2,185	1,402	1,095	1,321	1,277	2,314	1,613	2,775	
28	AAA for Case-Specific Workload		76,952	77,780	77,979	77,867	77,324	76,758	77,588	74,403	
29	Authorized Judicial Positions		9	15	14	38	11	5	4	1	
30	FTE Adjustments by District										
31	Travel-Circuit (-)					0.19		0.11	0.25		
32	Core Court Administration (-)		0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
33	Specialty Courts (-)		0.92	0.35	0.85	1.86	1.19	0.26	0.29		
34	FTE Judicial Resource Supply Available		8.07	14.64	13.14	35.94	9.80	4.62	3.45	0.99	
35	FTE Judicial Resource Predicted Demand		15.42	17.08	16.56	41.54	14.48	5.03	3.55	1.24	
36	Difference (FTE Supply Available Minus Predicted Demand)**		-7.35	-2.44	-3.42	-5.60	-4.68	-0.41	-0.10	-0.25	
37	Difference (As Percentage of Authorized Positions)**		-82%	-16%	-24%	-15%	-43%	-8%	-2%	-25%	
38	# of Referees		0.00	0.00	3.50	13.31	1.00	0.00	0.00	0.00	

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SPECIAL REPORTS

Oregon judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model - Dependency Best Practice Case Weight (with 2015 Calendar Year Filings)										
	1 Judicial District	9	10	11	12	13	14	15	16	
Case-Specific Workload Calculations	2 Case Type	Weight (Minutes)	Malheur	Union Wallowa	Deschutes	Polk	Klamath	Josephine*	Coos Curry	Douglas*
	3 Civil--General	50	318	295	2,105	720	835	1,072	1,599	1,244
	4 Post Conviction Relief	236	90	0	0	3	4	5	5	1
	5 FED	15	15	98	637	373	640	381	447	438
	6 Small Claims	3	148	273	2,149	739	1,393	2,088	2,225	2,021
	7 Civil/Dom Rel Protective Orders	45	102	58	663	196	482	577	394	655
	8 Domestic Relations--General	110	163	232	1,207	493	462	573	546	690
	9 Civil Commitment	19	19	25	351	50	68	328	154	475
	10 Probate--Estates and Trusts	38	2	46	180	67	76	122	156	213
	11 Probate--Protective Proceedings	77	1	33	108	39	68	88	58	91
	12 Juvenile--Felony/Misdemeanor	131	35	44	155	70	133	72	94	87
	13 Juvenile--Dependency	320	76	56	120	79	268	181	219	205
	14 Juvenile--TPR	116	24	5	13	19	67	40	46	67
	15 Felony	117	222	285	1,763	509	1,009	827	995	1,747
	16 Misdemeanor	44	425	607	2,735	604	1,531	1,083	2,304	932
	17 Violation	2	118	3,194	6,190	2,311	4,559	4,803	8,591	1,395
	18 Procedural Matters	51	44	12	176	114	110	152	104	373
	19 Municipal Parking	0.36	0	0	0	0	0	0	0	0
	20	Total Filings	1,902	5,263	18,530	6,386	11,705	12,392	17,937	10,634
	21	Case-Specific Workload (Weights x Filings)	143,486	144,050	718,948	251,238	462,899	416,209	524,577	586,809
AAA Adjustments	22	Average Annual Availability (AAA)	93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600
	23	AAA Adjustments per Judge								
	24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291
	25	Judicial Court Administration (-)	8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108
	26	Travel Substitute (-)	1,064	581	0	0	82	76	27	66
	27	Travel:Other (-)	2,895	2,564	1,724	1,167	2,218	2,050	2,031	1,729
	28	AAA for Case-Specific Workload	75,242	76,056	77,477	78,034	76,891	77,075	77,143	77,406
Judicial Resource Calculations	29	Authorized Judicial Positions	2	2	7	3	5	4	6	5
	30	FTE Adjustments by District								
	31	Travel:Circuit (-)		0.05				0.01	0.01	
	32	Core Court Administration (-)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
	33	Specialty Courts (-)	0.13	0.16	0.32	0.13	0.29	0.85	0.10	0.48
	34	FTE Judicial Resource Supply	1.86	1.78	6.67	2.86	4.70	3.33	5.88	4.51
	35	FTE Judicial Resource Predicted Demand	1.91	1.89	9.28	3.22	6.02	5.40	6.80	7.32
	36	Difference (FTE Supply Available Minus Predicted Demand)**	-0.05	-0.11	-2.61	-0.36	-1.32	-2.07	-0.92	-2.81
	37	Difference (As Percentage of Authorized Positions)**	-3%	-5%	-37%	-12%	-26%	-52%	-15%	-56%
	38	# of Referees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00

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SPECIAL REPORTS

Oregon Judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model - Dependency Best Practice Case Weight (with 2015 Calendar Year Filings)										
1 Judicial District		17	18	19	20	21	22	23	24	
2 Case Type	Weight (Minutes)	Lincoln*	Clatsop*	Columbia*	Washington	Benton*	Crook* Jefferson*	Linn*	Grant Harney	
3 Civil--General	50	664	529	647	6,084	497	525	1,455	114	
4 Post Conviction Relief	236	1	1	1	27	1	7	4	0	
5 FED	15	230	167	158	2,707	163	213	442	0	
6 Small Claims	3	787	1,190	558	6,458	1,338	685	2,843	8	
7 Civil/Dom Rel Protective Orders	45	210	227	204	864	148	262	509	51	
8 Domestic Relations--General	110	285	270	344	2,705	332	232	857	109	
9 Civil Commitment	19	68	27	132	64	138	44	93	16	
10 Probate--Estates and Trusts	38	75	74	64	371	85	42	103	1	
11 Probate--Protective Proceedings	77	25	23	40	182	47	21	104	5	
12 Juvenile--Felony/Misdemeanor	131	35	63	68	236	39	129	178	8	
13 Juvenile--Dependency	370	67	73	100	373	59	82	84	29	
14 Juvenile--TPR	116	29	58	36	69	16	12	24	4	
15 Felony	117	540	486	314	3,095	509	498	1,408	143	
16 Misdemeanor	44	1,158	594	407	4,329	1,169	841	978	224	
17 Violation	2	2,952	5,332	2,051	1,107	1,892	3,951	1,843	77	
18 Procedural Matters	51	96	204	117	53	95	135	174	19	
19 Municipal Parking	0.36	0	0	0	0	0	0	0	0	
20	Total Filings	7,222	9,318	5,241	28,724	6,528	7,679	11,099	808	
21	Case-Specific Workload (Weights x Filings)	243,785	223,829	206,469	1,470,747	232,609	233,199	497,227	60,688	
22	Average Annual Availability (AAA)	93,600	93,600	93,600	93,600	93,600	93,600	93,600	93,600	
23	AAA Adjustments per Judge									
24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291	6,291	6,291	6,291	6,291	6,291	
25	Judicial Court Administration (-)	8,108	8,108	8,108	8,108	8,108	8,108	8,108	8,108	
26	Travel/Substitute (-)	109	0	0	20	42	154	0	372	
27	Travel/Other (-)	1,493	1,748	1,460	1,335	1,263	1,839	1,210	2,348	
28	AAA for Case-Specific Workload	77,599	77,453	77,741	77,846	77,896	77,208	77,991	76,481	
29	Authorized Judicial Positions	3	3	3	14	3	3	5	1	
30	FTE Adjustments by District									
31	Travel/Circuit (-)						0.21		0.19	
32	Core Court Administration (-)	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
33	Specialty Courts (-)	0.29	0.45	0.17	1.03	0.23	0.10	0.20	0.05	
34	FTE Judicial Resource Supply	2.70	2.54	2.82	12.96	2.76	2.66	4.79	0.75	
35	FTE Judicial Resource Predicted Demand	3.14	2.89	2.66	18.99	2.99	3.02	6.38	0.79	
36	Difference (FTE Supply Available Minus Predicted Demand)**	-0.44	-0.35	0.16	-6.93	-0.23	-0.34	-1.59	-0.04	
37	Difference (As Percentage of Authorized Positions)**	-15%	-12%	5%	-42%	-8%	-11%	-32%	-4%	
38	# of Referees	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	

Courts that participated in the 2015 Odyssey Judicial Time Study are marked with an asterisk ().
 **Negative numbers on Lines 36 and 37 indicate need for additional judicial resources.

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Oregon Judicial Officer Weighted Caseload Study, 2016

Oregon Circuit Court Judicial Workload Assessment Model - Dependency Best Practice Case Weight (with 2015 Calendar Year Filings)							
	1		25	26	27	TOTAL	
	Judicial District						
Case-Specific Workload Calculations	2	Case Type	Weight (Minutes)	Yamhill*	Lake*	Tillamook*	
	3	Civil--General	50	1,097	80	314	49,732
	4	Post Conviction Relief	236	1	3	0	358
	5	FED	15	298	25	20	19,482
	6	Small Claims	3	1,864	103	0	67,932
	7	Civil/Dom Rel Protective Orders	45	308	44	125	14,710
	8	Domestic Relations--General	110	541	49	155	23,522
	9	Civil Commitment	19	97	11	49	8,512
	10	Probate--Estates and Trusts	38	101	20	50	4,850
	11	Probate--Protective Proceedings	77	49	2	21	2,061
	12	Juvenile--Felony/Misdemeanor	131	133	8	59	3,563
	13	Juvenile--Dependency	370	42	28	23	4,749
	14	Juvenile--TPR	116	18	2	13	1,461
	15	Felony	117	677	177	271	31,720
	16	Misdemeanor	44	848	167	598	47,575
	17	Violation	2	4,191	495	76	206,887
	18	Procedural Matters	51	159	7	83	5,556
	19	Municipal Parking	0.36	0	0	0	268,731
	20		Total Filings	10,422	1,221	1,855	761,401
	21		Case-Specific Workload (Weights x Filings)	315,803	54,929	123,186	15,812,981
AAA Adjustments	22	Average Annual Availability (AAA)	93,600	93,600	93,600		
	23	AAA Adjustments per Judge					
	24	Other Non-Case-Specific Work (-)	6,291	6,291	6,291		
	25	Judicial Court Administration (-)	8,108	8,108	8,108		
	26	Travel:Substitute (-)	20	691	0		
	27	Travel:Other (-)	1,220	2,564	1,450		
	28	AAA for Case-Specific Workload	77,961	75,946	77,751		
Judicial Resource Calculations	29	Authorized Judicial Positions	4	1	2	173	
	30	FTE Adjustments by District					
	31	Travel:Circuit (-)				1.02	
	32	Core Court Administration (-)	0.01	0.01	0.01	0.27	
	33	Specialty Courts (-)	0.25	0.03		10.78	
	34	FTE Judicial Resource Supply	3.74	0.96	1.99	160.93	
	35	FTE Judicial Resource Predicted Demand	4.05	0.72	1.58	203.85	
	36	Difference (FTE Supply Available Minus Predicted Demand)**	-0.31	0.24	0.41	-42.92	
37	Difference (As Percentage of Authorized Positions)**	-8%	24%	21%	-25%		
38	# of Referees	0.00	0.0	0.0	20.81		

Courts that participated in the 2015 Odyssey Judicial Time Study are marked with an asterisk ().

**Negative numbers on Lines 36 and 37 indicate need for additional judicial resources.

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Oregon Judicial Officer-Weighted Caseload Study, 2016

Appendix G: Proportional Distribution of Judicial Resources within Districts

The JNAC requested information to assist presiding judges with allocating their districts' judicial resources across broad case categories. To simplify the analysis, the 18 study case categories and related minutes are grouped into seven broader categories. Table G1 shows the broad categories and the study case categories included in each.

Table G1: Case Categories for Proportional Distribution of Judicial Resource within Districts	
Resource Allocation Category	Workload Study Case Categories
Civil	Civil - General Post-Conviction Relief FED Small Claims Procedural Matters
Domestic Relations / Protective Orders	Domestic Relations – General Civil / Dom Rel. Protective Orders
Probate / Civil Commitment	Civil Commitment Probate – Estates and Trusts Probate – Protective Proceedings
Juvenile	Juvenile – Felony / Misdemeanor Juvenile – Dependency Juvenile – TPR
Felony / Misdemeanor	Felony Misdemeanor
Violation	Violation
Parking	Municipal Parking (Multnomah Only)

The minutes needed for all the cases within a broader resource allocation category (e.g., Civil) were added together and then divided by the districts' total workload to determine that broad category's share of the district's judicial case processing workload.

The percentage of the workload in each broad category was then multiplied by the district's available judicial officer FTE, after adjustments for specialty court work, circuit travel, and core court administration, to distribute judicial resources proportionally for each broad category.

Table G2 below shows the results.

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Oregon Judicial Officer Weighted Caseload Study, 2016

Table G2: Judicial FTE by District and Resource Allocation Category – Proportional Distribution of Current Resources

District	Court(s)	Civil	Domestic Relations / Protective Orders	Probate / Civil Commitment	Juvenile	Felony / Misdemeanor	Violation	Parking	Specialty Court / Circuit Travel / Core Administration (Current Practice**)	Total Judicial Resources*** (Current Judge and Referee FTE)
1	Jackson*	1.52	1.31	0.36	1.42	3.40	0.07	0.00	0.93	9.00
2	Lane*	3.43	3.83	0.30	3.14	3.75	0.19	0.00	0.36	15.00
3	Marion*	4.01	3.64	0.45	2.56	5.79	0.19	0.00	0.86	17.50
4	Multnomah*	11.86	9.78	2.15	4.38	15.98	3.61	1.49	2.06	51.31
5	Clackamas	2.65	2.57	0.50	1.04	4.04	0.01	0.00	1.20	12.00
6	Umatilla / Morrow	0.95	0.97	0.08	0.50	1.94	0.17	0.00	0.38	5.00
7	G/HR/S/W/W	0.44	0.55	0.06	0.55	1.68	0.16	0.00	0.55	4.00
8	Baker	0.11	0.20	0.02	0.29	0.37	0.01	0.00	0.01	1.00
9	Malheur	0.53	0.30	0.01	0.42	0.59	0.00	0.00	0.14	2.00
10	Union / Wallowa	0.22	0.35	0.06	0.31	0.76	0.08	0.00	0.22	2.00
11	Deschutes	1.22	1.52	0.20	0.56	3.06	0.12	0.00	0.33	7.00
12	Polk	0.58	0.73	0.08	0.42	1.00	0.05	0.00	0.14	3.00
13	Klamath	0.65	0.76	0.10	1.16	1.94	0.10	0.00	0.30	5.00
14	Josephine*	0.61	0.73	0.14	0.59	1.18	0.08	0.00	0.67	4.00
15	Coos / Curry	1.14	0.89	0.15	1.00	2.49	0.20	0.00	0.12	6.00
16	Douglas*	0.93	1.04	0.24	0.84	2.43	0.03	0.00	0.49	6.00
17	Lincoln*	0.68	0.63	0.09	0.45	1.76	0.09	0.00	0.30	4.00
18	Clatsop*	0.50	0.46	0.06	0.44	0.96	0.12	0.00	0.46	3.00
19	Columbia*	0.60	0.66	0.11	0.63	0.76	0.06	0.00	0.18	3.00
20	Washington	3.59	3.23	0.28	1.52	5.31	0.02	0.00	1.04	15.00
21	Benton*	0.44	0.52	0.11	0.31	1.33	0.05	0.00	0.24	3.00
22	Crook* / Jefferson*	0.47	0.44	0.05	0.52	1.11	0.09	0.00	0.32	3.00
23	Linn*	0.95	1.14	0.13	0.51	2.02	0.04	0.00	0.21	5.00
24	Grant / Harney	0.08	0.18	0.01	0.14	0.34	0.00	0.00	0.25	1.00
25	Yamhill*	0.87	0.87	0.11	0.39	1.39	0.10	0.00	0.26	4.00
26	Lake*	0.10	0.13	0.02	0.18	0.50	0.02	0.00	0.04	1.00
27	Tillamook*	0.33	0.37	0.07	0.27	0.94	0.00	0.00	0.01	2.00
Statewide***		39.48	37.81	5.93	24.58	66.82	5.63	1.49	12.07	193.81
Percent of Statewide Workload		20.4%	19.5%	3.1%	12.7%	34.5%	2.9%	0.8%	6.2%	100%

*Court participated in the workload study.
 **Specialty Court, Circuit Travel, and Core Administration FTE figures are based on current practice and are not recommendations for the amount of time allocated to those activities.
 ***Category amounts may not sum precisely to the number in the totals column due to rounding.

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Study, 2016

Final Report
May 2016



Oregon Circuit Court Staff Workload Assessment Study, 2016

Final Report
May 2016

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This document has been prepared under an agreement between the National Center for State Courts and the Office of the State Court of Oregon. The points of view and opinions offered in this report do not necessarily represent the official policies or position the Office of the State Court Administrator.

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Over the course of this study, we were fortunate to work with an advisory committee and experienced OSCA staff that were instrumental in refining the approach and content in our assessment. The Staff Needs Assessment Committee (SNAC), identified below, were appointed by OSCA to advise the NCSC in conducting this weighted caseload study.

We extend a special note of thanks to Conor Wall, Monica Melhorn and Leola McKenzie, from OSCA, who served as tireless liaisons to the NCSC staff during this fast-paced and logistically difficult process. These people were always available when needed and provided significant behind-the-scenes assistance throughout this project.

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Executive Summary

Findings

The Oregon Judicial Department (OJD) contracted the National Center for State Courts (NCSC) to conduct a time study of all staff workload and update the existing Oregon staff workload assessment model. The OJD's staff workload assessment model is based on the concept of weighted caseload, which assesses need by giving each type of filing a "weight" based on the amount of time needed to process it. NCSC used weighted caseload methodology to develop the existing staff workload assessment model 15 years ago.

The 2015 study involved staff in 17 of Oregon's 36 circuit courts. The participating courts accounted for 82% of Oregon's circuit court case filings in 2015.

Staff in the participating courts tracked and reported their time and work activities for a four-week period from October 26 through November 20, 2015. NCSC used the reported data to establish new case weights and adjustments for time required for non-case-related activities.

The 2015 study and updated model reflect changes in case processing since 2000, including changes in state and federal law and the changes associated with implementation of a new eFiling, electronic document, and case management system (Oregon eCourt system using Odyssey).

The final staff workload assessment model indicates the Oregon circuit courts are under resourced, even without accounting for "best practices" or other qualitative measures that might be used to improve outcomes for parties to court cases. Adequate resources are essential if the Oregon circuit courts are to process and manage court cases in a timely and effective manner. Meeting these challenges involves objectively assessing the number of staff needed to handle the courts' caseload and identifying courts where additional staff resources are most needed.

This report provides details on the methodology and calculations NCSC used to assess the need for

staff resources in Oregon's circuit courts. The resulting staff workload assessment model shows the relative need for additional staff resources in each circuit court and provides the foundation for NCSC's recommendations.

Recommendations

The NCSC project team recommends the OJD do the following:

Recommendation #1: Continually advocate for the staff needed to ensure that each court has sufficient resources to process its caseload timely and effectively.

Recommendation #2: Adopt the version of the model that incorporates the juvenile dependency "best practices" case weight.

Recommendation #3: Maintain the model by updating each court's case filing data annually. OSCA should also evaluate whether using a multi-year average of each court's filings would provide a better projection of long-term need.

Recommendation #4: Maintain the model by updating case weights, as needed, to reflect legislatively mandated changes (e.g., a requirement for additional hearings or for additional findings on a particular type of case).

Recommendation #5: After all courts have migrated to the Odyssey system, provide an opportunity for courts unable to participate in the current study to participate in a future study, and use the information to validate or update the case weights and non-case-related adjustments applied in their courts.

Recommendation #6: Treat the case weights presented in this report as a baseline, the starting point for determining staff resource needs in each circuit court across the state. OJD should consider performing additional studies like the in-depth juvenile study to establish best practices in other case categories and update the staff workload assessment model accordingly.

Recommendation #7: Conduct a new time study every seven to ten years to update the case weights in the staff workload assessment model.

Introduction

In 2015, the National Center for State Courts (NCSC) conducted a staff workload study in Oregon's circuit courts. This report provides details on the methodology and calculations NCSC used to assess the need for staff resources in Oregon's circuit courts. The resulting staff workload assessment model shows the relative need for additional staff resources in each circuit court. The report also provides NCSC's recommendations, including recommendations for updating and maintaining the model.

Purpose of the Study

In November 2014, the Office of the State Court Administrator (OSCA) contracted NCSC to perform an in-depth study of juvenile dependency cases and workload in the Oregon circuit courts. OSCA established the Staff Needs Assessment Committee (SNAC) to advise NCSC in conducting the study and to ensure that the study reflected the distinct culture of Oregon's state court system. The SNAC consisted of trial court representatives, including trial court administrators and supervisors. OSCA also appointed OSCA staff to assist the committee and NCSC throughout the study.

The committee first met on December 11, 2014, to determine the details of the juvenile study. In addition to establishing the parameters of the juvenile study, the committee decided that the juvenile study would be of limited value without knowing how juvenile dependency cases fit within the broader context of a court's entire workload. The committee felt strongly that revision of the Oregon Judicial Department's (OJD) existing circuit court workload models (for judges and staff) was not only advisable but critical to understanding juvenile dependency workload.

The OJD's workload models are based on the concept of weighted caseload, which assesses judicial and staff needs by giving each type of filing a "weight" based on the amount of judicial or staff time needed to process it. NCSC used weighted caseload methodology to develop the current staff workload assessment model 15

years ago. Since that time, significant changes have occurred affecting workload and court procedures, including but not limited to

- Increased use of treatment and other specialty courts (e.g., drug court) to improve outcomes.
- Increased federal and state requirements, especially in the areas of juvenile and family law.
- Increased interactions with justice system partners (e.g., mental health providers).
- Increased case complexity, including increases in cases involving *pro se* litigants.
- Legislatively mandated changes affecting court procedures.
- Reductions in county services leading to courts absorbing work traditionally done by external agencies (e.g., bench probation and monitoring defendants involved in treatment court).
- Conversion to a new case management and electronic document system (Odyssey).
- Implementation of eFiling for some documents.
- Implementation of ePay for citations and payment plans.

Based on the SNAC's advice, and recognizing that models need to be reviewed periodically and adjusted to reflect systemic changes, OSCA contracted NCSC to conduct a time study of all staff workload and update the existing Oregon staff workload assessment model.

Participation

The resulting study included staff in 17 of Oregon's 36 circuit courts. The participating courts—those in Benton, Clatsop, Columbia, Crook, Douglas, Jackson, Jefferson, Josephine, Lake, Lane, Lincoln, Linn, Marion, Multnomah, Polk, Tillamook, and Yamhill Counties—accounted for 82% of Oregon's circuit court case filings in 2015.

A key consideration in determining participation in the time study was the Oregon circuit courts' transition between the OJIN and Odyssey case management systems. Courts still on OJIN at the

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time of the study did not participate because they were using procedures that would soon be obsolete, and courts that had only recently migrated to Odyssey did not participate because their procedures were new enough to the court that their newness alone might affect the time spent on any given task.

With the exception of Lake County, which determined itself ready to participate after implementing Odyssey 4½ months prior to the start of the time study, all participating courts had been on Odyssey for at least 7 months before the study began.

Staff in the 17 participating courts tracked and reported their time and work activities for a four-week period from October 26 through November 20, 2015. The participation rate for the four-week period was 98.44% (818 of 831 expected participants in the 17 counties). Some staff members were on extended leave during the time study and were excluded from the expected participant list.

Although technically staff, and funded as staff positions, referees do judicial work and reported their time under a separate judicial workload time study.

The participation rate in this study is consistent with NCSC's past ten weighted caseload studies, in which participation ranged between 90% and 100%. The large number of participants across the 17 counties ensures the reliability of the data and guarantees that there are sufficient data points for the development of an adequate picture of current practice—how staff work in the courts that have migrated to the Odyssey environment. It also provides the basis for a reasonable estimate of workload expected in all circuit courts after the final courts migrate to the Odyssey case management system in June 2016.

Methodology

In every NCSC workload study, three primary factors contribute to the calculation of resource need:

1. Case weights: average time spent per case in each case category
2. Caseload: annual filings

3. Staff availability: the number of minutes per year a staff member has available for court work

The relationship among the case weights, filings, and availability is expressed as follows:

$$\frac{\text{Case Weights (minutes) x Filings}}{\text{Average Annual Availability - Adjustments for Non-Core Workload}} = \text{Staff Resource Demand (FTE)}$$

Multiplying the case weights by the corresponding filings results in the circuit courts' total annual case-specific workload in minutes. Dividing the workload by the staff availability after adjustments for non-core workload yields the total number of full-time equivalent (FTE) staff needed to handle the workload of Oregon's circuit courts.

Case Weights and Caseload

The time study allows the development of statewide case weights based on empirical data and current practices of staff in the 17 participating courts. The formula for calculating the case weight for a case category is as follows:

$$\frac{\text{Time study minutes reported in case category (annualized)}}{\text{2015 case category filings in participating courts}} = \text{Case weight}$$

Each case category's case weight is calculated by dividing total time spent on the category of cases in the participating courts by the number of 2015 filings in the category in those same courts. The resulting weight represents the average amount of minutes staff spend per case on that category of cases. Because cases are at various stages during the study, and staff report all of their time, including post-disposition work done on cases that were filed in previous years, a case weight represents the average time required over the life of a case, from filing through disposition, and any post-judgment activity (e.g., probation violations and motions to modify a judgment).

Using case weights to convert caseload into workload accounts for the fact that all types of cases are not created equal, and different types of cases demand different levels of resources. The average traffic violation case does not require the same staff resources as the average felony case. Likewise, the average small claims case does not require the same staff resources as the average civil case.

It is important to acknowledge, however, that the case weights calculated in this study reflect only what each court is currently able to accomplish with available staff resources, not what is optimal or ideal. The case weights do not reflect qualitative measures, such as user satisfaction with the level of service the court provided, nor do they necessarily reflect "best practices" in handling cases. Although case weights can be adjusted to give additional time for best practices, legislative changes, or other procedural changes, the initial case weights developed for this report reflect "what is" not "what should be."

Based on information collected during the separate in-depth study of juvenile dependency cases, this report includes both a model based on data staff reported for the staff workload study and a special version with a different, higher "best practices" weight for juvenile dependency cases.

Case Categories

The SNAC and OSCA staff developed and approved 19 case categories for inclusion in the staff time study. OSCA provided calendar year 2015 case filings for each circuit court, broken down by the 19 case categories in the study.

Figure 1 shows the categories and the percentage of statewide filings in calendar year 2015 for each category. Refer to Appendix A for a complete list of the Odyssey case types that comprise each category.

After the data collection period, upon reviewing information about the variations in court procedures regarding violation cases involving juveniles, the SNAC recommended that all violations be combined in one category, regardless of whether the person is a juvenile or adult. Some juvenile violations are filed and

entered as petitions on juvenile cases, while others are filed as citations on offense cases, making case statistics not comparable across the state. For the remainder of this report, data on juvenile and adult violation cases are combined.

A word of caution is necessary regarding the comparability of these case weights with the prior NCSC study. Although some of the case categories are the same as in the prior staff workload study, some are different. For example, all probate cases were combined in the prior study, and post-conviction relief was combined with *habeas corpus* cases in the prior study. *Habeas corpus* cases are part of the Civil - General category in the current study, and post-conviction relief is its own category. Because of such differences, caution must be exercised in making any comparison of the case weights between the two studies.

Figure 1: Oregon Circuit Court Staff Time Study Case Categories and Annual Statewide Filings

Case Category	Calendar Year 2015 Filings	% of Total Filings
Civil - General	49,732	6.42%
Post-Conviction Relief	358	0.05%
FED	19,482	2.52%
Small Claims	67,932	8.76%
Civil and Dom Rel Protective Order	14,710	1.90%
Domestic Relations - General	23,522	3.04%
Civil Commitment	8,512	1.10%
Probate - Estates & Trusts	4,850	0.63%
Probate - Protective Proceedings	2,061	0.27%
Juvenile - Felony & Misdemeanor	3,563	0.46%
Juvenile - Violation	1,258	0.16%
Juvenile - Dependency	4,749	0.61%
Juvenile - TPR	1,461	0.19%
Felony	31,720	4.10%
Misdemeanor	47,575	6.14%
Violation	205,629	26.54%
Procedural Matters	5,556	0.72%
Document Recording	13,079	1.69%
Municipal Parking (Multnomah Only)	268,731	34.70%
Total	774,480	100.00%

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Staff Availability

Turning case weights and case filings into staff need requires an estimate of the number of days that staff, on average, are available for court work in a given year. The SNAC approved using a similar staff year value as in the prior staff study that NCSC conducted in Oregon. The new staff year value reflects an additional day of personal business leave and an extra "floating holiday" granted to staff since the original study. Figure 2 shows the calculation of the staff year. Subtracting weekends, holidays, and all types of leave from the 365 days in a year results in a staff year of 216 days.

Figure 2: Average Year Value Components for Oregon Court Staff

Court Staff Day	Average Court Staff Days
Total days per year	365
Subtract	
Weekends	104
Holidays	10
Leave	35
Total working days available per year	= 216

OSCA's Human Resources Services Division (HRSD) confirmed that the average leave value (including unpaid leave and extended medical leave) remains the same as in the prior staff workload study.

The 216-day staff year is consistent with the year value used in other states in which the NCSC has conducted staff workload studies. In NCSC's 37 staff workload studies conducted between 1996 and 2006, the mean staff year was 216 days.

The SNAC agreed that the new model should continue to be based on 7.4 hours of work per day. This workday corresponds to traditional courthouse working hours (8:00 a.m. to 5:00 p.m.) and allows for an hour for lunch and two breaks. NCSC notes, however, that during the study period, staff reported working an average of 7.7 hours per day rather than the 7.4 hours per day in the prior study and model.

Although some staff, especially trial court administrators and supervisors, frequently work significantly more than 7.4 hours per day, this should not be a long-term expectation. Working

extended hours on a long-term basis is not optimal and can lead to career burn out. The study and model are based on what should reasonably be expected of staff over a long period, not based on what staff may be doing to cope with insufficient staff resources.

Staff Activities

The SNAC developed categories and definitions for staff activities. Case-related activities are the essential functions that staff perform in processing a case from initial filing to final resolution and any post-judgment events. Some activities and responsibilities, such as jury management, may be related to cases but are difficult to ascribe to specific cases. Still other activities, such as general management of the court (e.g., supervisory duties), are not directly related to a particular case but are nonetheless essential to the work of court staff.

Figure 3 shows the activity categories selected for the staff time study. Refer to Appendix B for definitions of these activities.

Figure 3: Court Staff Time Study Activities

Specialty Court-Related Work
General Case Processing
In-Court Functions
Calendaring & Case Tracking
Indigent Defense Verification
Law Clerk Functions
Pretrial Release Officer Functions
Family Law Facilitation
Revenue & Trust Accounting
Jury Management
Justice System Coordination
General Management & Customer Service
Travel
Leave
NCSC Time Study Data Entry & Tracking

Because not all case-related activities are applicable to all case categories (e.g., indigent defense verification applies only to cases where parties are eligible for court-appointed counsel), activity choices for each category were limited to those that were applicable to that case category. Refer to Appendix C for a breakdown of activities applicable to each case category.

Leave time is already built into the expected staff year, but staff reported leave taken during the study to allow NCSC to ensure the quality of reporting (i.e., that a staff member was on leave rather than not reporting work for the day).

Staff also reported time spent on the workload study itself. This allowed NCSC to factor out the time "lost" to tracking and reporting data for the study.

Specialty Courts

The Oregon circuit courts use a wide variety of treatment and other specialty courts to provide better service and improve outcomes for parties to court cases. This variety of programs makes it extremely difficult to create and apply a single case weight to specialty courts across the state. The types of specialty courts used, the eligibility guidelines for entry into a specialty court, and the resources available for specialty courts vary considerably from court to court, making it difficult to compare specialty court work across jurisdictions. In addition, specialty courts focus on the person, not the case. The person involved in a specialty court may, in fact, have multiple cases, and the cases may fall into multiple categories. OSCA does not have statistics on the number of cases on specialty courts.

For these reasons, in both the workload study and resulting model, specialty courts are dealt with separately from the case categories and are not given a case weight. This approach is consistent with that taken in NCSC workload studies in other states.

Staff reported all time spent on specialty courts together, regardless of the types of cases involved. The only separation was reporting time spent in specialty courts for juveniles versus adults.

Time staff reported spending on specialty courts was not included in any case weight and was, instead, subtracted from the FTE a court has available for traditional case processing (see "FTE Adjustments by Court" later in this report for details).

Time Study Training and Data Collection

NCSC provided training for participating staff in four webinar sessions conducted between October 13 and October 22, 2015. NCSC also provided written instructions to all study participants.

The webinar sessions provided an overview of the workload study as well as instructions on how to manually track and electronically report all work-related time. NCSC posted recordings of webinar sessions and materials online for participants to reference during the study and for those who were unable to participate in the webinar sessions.

Study participants tracked all of their work time in a minimum of five-minute increments using a manual time tracking form and then entered the information into an on-line data entry site maintained by NCSC. Participants had access to a "help desk," staffed during weekday working hours, where they could submit questions about data entry and report data entry errors. A separate data correction system allowed participants to indicate data entries that required correction. NCSC staff corrected all reported entry errors.

Calculation of Model Components

The value of a workload assessment model based on weighted caseload and specialized functions that support the case work is the model's adaptability to real or anticipated changes in caseload and court processes. In electronic form, the model can be updated to reflect changes in court filings. Case weights and specialized functions can be modified to reflect actual or proposed changes in court processes. The electronic model will calculate the effect of such changes on staff resources.

Appendix E contains a printed version of the new staff workload assessment model with the case weights from the study and calculations on specialized functions. Appendix F contains a

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special version of the model with a modification for the SNAC-recommended “best practices” case weight in juvenile dependency cases.

This section details how the NCSC project team calculated the data presented in the model.

Building Additional Time

Before performing calculations for the staff workload assessment model, the NCSC project team built additional work time for the following:

- Reported leave
- Time reported as work on the NCSC study
- Missing reports

Estimating work that would have been done if a staff member was not on leave was necessary because the October 26 to November 20 time-study period was not likely to be representative of leave usage throughout the year. NCSC instead accounted for leave usage by annualizing reported time with the assumption all staff, regardless of the amount of leave time taken during the study, worked a total of 216 days during the year.

The NCSC project team built each staff member’s leave, time-study work, and any missing daily reports, based on the other work the person reported during the time study. NCSC assumed the reported data to be a reasonable representation of the person’s daily work. If a staff member did not enter any time at all for a work day, NCSC built the time as if the person was on leave. NCSC estimated time for staff who were on leave for the entire study and for those who did not submit any reports based on the work of all reporting participants across the state.

Finally, the NCSC project team annualized all of the data to a 216-day staff year. The data collection period included 19 work days and 1 holiday (Veteran’s Day). For each case category or specialized function, the NCSC team took the average time per day over the 19 days and multiplied by 216 days.

Case Weights

The NCSC project team performed a series of calculations to determine total time staff in the participating courts spent on each case category. First, NCSC determined the combined total of annualized minutes reported in each case category in the following core case processing activities. Core case processing activities are those case-related functions performed in all courts.

- General Case Processing
- In-Court Functions
- Calendaring and Case Tracking
- Family Law Facilitation

Figure 4 shows the total core case processing time, annualized, in each case category.

Figure 4: Core Case Processing Minutes

Case Category	Annualized Core Case Processing Time (Minutes)
Civil General	5,872,233
PCR	127,815
FED	1,110,320
Small Claims	2,483,125
Civil/Dom. Rel. Protective Orders	1,109,262
DR General	7,046,750
Civil Commitment	440,299
Estates and Trusts	1,118,573
Protective Proceedings	799,859
Juvenile - Felony and Misdemeanor	1,029,365
Juvenile - Dependency	2,625,116
Juvenile - TPR	177,472
Felony	9,671,116
Misdemeanor	7,106,150
Violation	3,919,900
Procedural Matters	1,185,260
Document Recording	604,379
Municipal Parking - Multnomah	1,248,344
Total	47,675,338

Second, NCSC used data from OJD’s Business and Fiscal Services Division to distribute time that participants reported in the Revenue and Trust Accounting activity. Due to the nature of tasks involved in Revenue and Trust Accounting, participants could not feasibly report their time to specific case categories. Instead, NCSC distributed the reported time based on the percentage of financial transactions entered in each case category by the participating courts

during the study period. For example, because 7.6% of court-entered transactions during the study period were on cases in the Civil – General category, 7.6% of the annualized Revenue and Trust Accounting time entered during the time study was attributed to the Civil – General case category.

Figure 5 shows the transaction percentages for each case category and the amount of Revenue and Trust Accounting time applied to each case category.

Figure 5: Distribution of Revenue and Trust Accounting Minutes

Case Category	% of Transactions in Study Period	Revenue & Trust Accounting Minutes (Annualized)
Civil General	7.60%	277,206
Post-Conviction Relief	0.03%	1,256
FED	3.58%	130,673
Small Claims	9.24%	337,211
Civil and Dom Rel	0.18%	6,622
Protective Order		
Domestic Relations - General	6.49%	236,659
Civil Commitment	0.00%	0
Probate – Estates & Trusts	1.03%	37,524
Probate – Protective Proceedings	0.64%	23,296
Juvenile – Felony & Misdemeanor	0.48%	17,421
Juvenile – Dependency	0.02%	781
Juvenile – TPR	0.00%	0
Felony	7.20%	262,671
Misdemeanor	3.34%	304,373
Violation	35.37%	1,290,264
Procedural Matters	0.35%	12,599
Document Recording	0.83%	30,189
Municipal Parking (Multnomah Only)	18.61%	678,802
Total	100.00%	3,647,547

Third, NCSC distributed time reported in the Jury Management activity to the three case categories that have jury trials. NCSC used data from a separate judicial workload study to determine the number of jury trial days during the study for each case category and accounted for the additional management work for larger juries by

weighting the number of jury trial days based on the size of juries in each case category. Misdemeanor cases, which are typically heard by six-person juries, received a weight of one. Felony cases, which have twelve-person juries, received a weight of two. Because Civil – General cases can have six- or twelve-person juries, they received a weight of 1.5.

Figure 6 (page 8) shows the calculation and distribution of jury management time to the three case categories.

Fourth, NCSC calculated and distributed time spent on the following activities to each case category:

- General Management and Customer Service
- Justice System Coordination

Many court activities, such as staff supervision, customer service, information technology support, and coordination with court stakeholders, are generally not related to any specific case or case category but are nonetheless crucial to case processing. Except for time reported by trial court administrators (TCAs), which is handled separately, NCSC distributed time to each case category proportionately to the total amount of combined Core Case Processing, Revenue and Trust Accounting, and Jury Management time assigned to the case category. For example, because the Civil – General case category accounted for 12% of the combined Core Case Processing, Revenue and Trust Accounting, and Jury Management time reported in the time study, NCSC applied 12% of the time court staff spent on management, customer service, and coordination to the Civil – General case category.

Figure 7 (page 8) shows the total combined General Management and Customer Service and Justice System Coordination minutes distributed to each case category and the percentage of minutes distributed to each.

General Management and Customer Service and Justice System Coordination time accounts for 29.56% of each case weight. This is a 7.2% decrease from the 31.86% of the case weights for the same functions in the 2001 workload assessment study.

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Figure 6: Jury Management Calculations and Distribution of Minutes

Case Category	Jury Trial Days (from Judge Study)	Weight for Size of Jury	Weighted Jury Trial Days (Days x Weight)	% of Total Weighted Jury Trial Days	Jury Management Minutes (Annualized)
Civil – General	26	1.5	39	17%	251,928
Felony	87	2	174	75%	1,111,448
Misdemeanor	19	1	19	8%	116,554
Total	132		232	100%	1,481,930

Figure 7: Distribution of Combined General Management, Customer Service, and Justice System Coordination Time

Case Category	General Management, Customer Service, and Justice System Coordination Time (Annualized Minutes)	% of Total General Management, Customer Service, and Justice System Coordination Time
Civil General	2,686,197	12.12%
PCR	54,162	0.24%
FED	520,756	2.35%
Small Claims	1,183,494	5.34%
Civil/Dom. Rel. Protective Orders	468,257	2.11%
DR General	3,056,327	13.79%
Civil Commitment	184,762	0.83%
Estates and Trusts	485,132	2.19%
Protective Proceedings	345,420	1.56%
Juvenile - Felony and Misdemeanor	439,261	1.98%
Juvenile - Dependency	1,101,902	4.97%
Juvenile - TPR	74,473	0.34%
Felony	4,634,898	20.92%
Misdemeanor	3,159,417	14.26%
Violation	2,186,334	9.87%
Procedural Matters	502,656	2.27%
Document Recording	266,283	1.20%
Municipal Parking - Multnomah	808,686	3.65%
Total	22,158,417	100.00%

Finally, NCSC combined all the Core Case Processing, Revenue and Trust Accounting, Jury Management, General Management and Customer Service, and Justice System Coordination annualized minutes for each category and divided by the corresponding annual filings in the participating courts to establish the case weights.

For example, the Civil – General category received a total distribution of 9,087,564 annualized minutes (see Figure 8).

Dividing the total time by the annual filings in participating counties for Civil – General cases (31,988) yields a case weight of 284 minutes. This means that, on average, Oregon’s circuit court staff spend 284 minutes on the core workload of a court for each Civil – General case filed in the court, including cases that settle

Figure 8: Civil – General Core Case Processing Time

Activity	Reported Time (Annualized Minutes)
Core Case Processing	5,872,233
Revenue and Trust Accounting	277,206
Jury Management	251,928
Gen. Mgmt, Cust. Svc. and Coord.	2,686,197
Total	9,087,564

quickly and those that reach disposition via a lengthy jury trial.

Figure 9 (page 9) shows the final annualized minutes from the time study, 2015 filings, and the calculated case weights for each case category. Refer to Appendix D for charts showing the percentage and total time different activities represent in each case weight.

Figure 9: Case Weight Calculations

Case Category	Total Annualized Time (Minutes)	2015 Filings (Participating Courts)	Case Weight
Civil–General	9,087,564	31,988	284
Post-Conviction Relief	183,233	119	1540
FED	1,761,749	13,530	130
Small Claims	4,003,830	47,378	85
Civil & Dom Rel Protective Orders	1,584,141	10,445	152
Domestic Relations–General	10,339,736	15,072	686
Civil Commitment	625,061	7,134	88
Probate–Estates & Trusts	1,641,229	3,134	524
Probate–Protective Proceedings	1,168,575	1,390	841
Juvenile–Felony & Misdemeanor	1,486,047	2,408	617
Juvenile–Dependency	3,727,799	3,164	1178
Juvenile–TPR	251,945	1,077	234
Felony	15,680,133	20,142	778
Misdemeanor	10,688,494	29,325	364
Violation	7,396,498	168,959	44
Procedural Matters	1,700,515	4,917	346
Document Recording	900,851	9,117	99
Municipal Parking (Multnomah Only)	2,735,832	268,731	10
Total	74,963,232	638,030	

Best Practice Case Weight

The SNAC met on March 15, 2016, and April 5, 2016, to review the study’s findings and either approve or recommend adjustments to the final case weights. After considering information from NCSC’s in-depth study of Oregon’s juvenile courts (including observations of the dependency hearings and focus groups with staff and judges), the SNAC recommended the creation of a best practices dependency case weight.

The Judicial Needs Assessment Committee (the judicial workload study’s counterpart to the SNAC) created a best practices case weight, including 18 additional minutes of in-court time per case, for Juvenile – Dependency cases. A comparative analysis of the time study data indicated that staff spend 1.2 minutes on in-court functions for every 1 minute judges spend on in-court work. The 18 minutes added to the judicial workload dependency case weight equates to 22 minutes for staff case weight (18 * 1.2 = 22). The SNAC recommended that the staff Juvenile – Dependency case weight be increased 22 minutes to 1200.

More information on the court observations, focus groups, and best practice case weight can be found in NCSC’s report *The Oregon Juvenile Court: A Study of Time and Hearing Quality*.

Figure 10 shows the final recommended staff workload case weights.

Figure 10: Recommended Staff Workload Case Weights (minutes)

Case Category	Final Case Weight
Civil – General	284
Post-Conviction Relief	1,540
FED	130
Small Claims	85
Civil and Dom Rel Protective Order	152
Domestic Relations - General	686
Civil Commitment	88
Probate – Estates & Trusts	524
Probate – Protective Proceedings	841
Juvenile – Delinquency Felony & Misdemeanor	617
Juvenile – Dependency	1,178
Juvenile – Dependency (recommended)	1,200
Juvenile – TPR	234
Felony	778
Misdemeanor	364
Violations all	44
Procedural Matters	346
Document Recording	99
Parking (Multnomah Only)	10

The model applies the case weights to 2015 case filings in all circuit court across the state by case category (see Appendices E and F, lines 1 through 18). The model also shows totals for multi-county judicial districts.

The model shows “total filings” for each court/district (line 19) and the weighted “core workload” for each court/district (the sum of weights x filings) on line 20. Courts marked with an asterisk (*) participated in the study.

Staff Availability

The NCSC project team multiplied the staff day (7.4 hours or 444 minutes) by the 216-day staff year to calculate the “average annual availability.” The calculation results in an annual availability of 95,904 minutes that staff are expected, on average, to be available for court work each year.

The number is a constant value applied across all courts (model line 21).

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FTE Adjustments

Dividing a court's core workload (line 20) by the average annual availability on line 21 (95,904 minutes) yields the predicted staff FTE needed to process the court's caseload.

Not all staff time, however, is devoted to the core workload of processing cases. The model accounts for time staff spend on travel, administrative work, specialty courts, and additional functions not identified as core workload, through adjustments to the available FTE positions in each court.

Due to differences in travel time, distribution of certain types of positions, and time dedicated to specific specialized functions, adjustments in each category differ from court to court.

Model line 23 shows the number of permanent staff positions in each court as of October 1, 2015. Some adjustments are based on the annualized time reported for certain functions, while other adjustments are based on specific staff positions.

Model lines 24 through 31 make the following adjustments to permanent positions available for the core workload in each court:

- **Employee Equivalent (EE) Value Attributed to Travel (model line 24).** NCSC annualized the travel time reported in the participating courts and converted it to an FTE value by dividing it by the staff annual availability value (95,904 minutes). NCSC then calculated the percentage of each court's FTE "lost" to time spent traveling. This percentage varies from court to court.

For each court that did not participate in the 2015 staff workload study, the model maintains the same percent of FTE that NCSC calculated for the court during the 2001 study.

The adjustment on line 24 is the product of the court's permanent position FTE (line 23) and the calculated travel percentage for that court.

- **EE Value Attributed to Natural Vacancy Time Loss (model line 25).** This adjustment accounts for the fact that, at any given time, courts have positions that are vacant and therefore not available for case processing. Each court's adjustment, which is based on information provided on circuit vacancies provided by HRSD, is equal to 5% of the court's permanent position FTE on line 25.
- **Specialty Court, Pretrial Release Officer, Law Clerk, and Indigent Defense Verification Functions (lines 26-29).** For courts that participated in the time study, these adjustments are the FTE associated with the annualized time that each court's staff reported in the specialty court, pretrial release functions, law clerk functions, and indigent defense verification functions activities. NCSC converted the annualized time for each activity to an FTE value by dividing the time by the court staff annual availability value (95,904 minutes).

For courts that did not participate in the study, OSCA calculated adjustments using information from each court's TCA. OSCA based the Pretrial Release, Law Clerk, and Indigent Defense Verification adjustments on TCA reports of the number of employees used for the function and the estimated percentage of each employee's time spent on the function. OSCA estimated the specialty court adjustments using the amount of time the TCA reported docketing for specialty courts and a ratio (based on time study data and specialty court docketing information from participating courts) of 9.9 hours of staff work (in- and out- of court) for each hour of docketed specialty court time.

- **Referee Positions (line 30).** Some courts employ referees who function entirely as judicial officers but are included in staff positions for budgetary purposes. Referee positions included in the permanent positions on line 23 are deducted in full because people in these positions are not available for the core workload associated with court staff.

- **Trial Court Administrator Position (line 31).** Each TCA position is deducted in full. In a multi-county judicial district, the position is deducted in the court where the position is budgeted.

Although in many small courts the TCA may sometimes be called upon to perform core workload functions due to staff shortages or absences, the purpose of the position is to manage the budget and perform other key, unique administrative functions over the court/district. For purposes of the model, NCSC considers TCA positions to be unavailable for the core workload of case processing.

Because TCA positions are deducted from FTE availability, NCSC did not include the time TCAs reported in the General Management and Customer Service, Justice System Coordination, and Travel categories in the case weights or model.

Model line 32 shows the total staff FTE supply available for core workload after the adjustments.

Staff Resource Need

Applying the SNAC-adopted case weights to cases filed in 2015 allows a comparison of staff needs in each court with the staff time available to process cases. These case weights are grounded in current practices (as measured by the time study), and, with the exception of the juvenile dependency best practice case weight, are estimates of the amount of time staff are currently taking to process cases, not the amount of time needed to process cases most effectively.

Once the case-specific workload is established and adjustments are made to the amount of staff available to process cases, the overall staff resource need for each court can be calculated. Dividing a court's weighted caseload (model line 20) by the yearly minutes available per staff member (line 21) yields the predicted FTE required to handle the court's caseload at 2015 filing levels (lines 22 and 35). Comparing the predicted FTE required for case processing (line 35) to the FTE supply after adjustments (line 34)

results in an estimate of the relative need for additional staff resources in each court (line 36).

Model line 37 compares FTE "need" (line 36) to the number of permanent staff positions (line 23), showing the need as a percentage of permanent positions. For example, Coos County's predicted need for 5.13 FTE of additional staff resources represents 18% of their current supply of 28 FTE permanent positions.

Negative numbers on model lines 36 and 37 indicate that 16 courts need at least one additional staff position to handle their caseload. Other courts that have negative numbers on lines 36 and 37 show a small need for additional staff positions and may not necessitate additional staff positions.

NCSC emphasizes that, with the exception of the version of the model that includes the SNAC-recommended juvenile dependency best practice case weight, the model does not incorporate any adjustments for best practices or other qualitative measures. Courts with positive numbers on lines 36 and line 37 may be able to provide a higher level of service, or to employ best practices that it would be desirable to implement statewide. The model's predictions indicate the resources needed to bring all courts to the same average level, not an optimal level.

NCSC also recognizes that very small courts require resources to "keep the doors open" and provide an adequate level of public service, regardless of the size of the court's caseload.

Staff Resource Allocations

An additional benefit of a weighted caseload model is that it can guide the allocation of staff resources within a court. The SNAC requested information to assist TCAs with allocating their courts' staff resources across broad case categories. A key impetus to expanding the scope of study beyond focusing solely on juvenile cases was to assist courts in determining which areas are most under-resourced and to aid TCAs in matching staff assignments with their court's caseload.

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The table in Appendix G shows the case weights applied to each court's filings in seven resource allocation categories. Table G2 provides a proportional distribution of staff resources in the court that accounts for the court's mix of filings and staff FTE available for case processing.

For example, the model shows that Benton County Circuit Court has 19 FTE available for core case processing (line 32). The case weights and case mix in Benton County suggest that the 19 FTE could be allocated as follows:

- 9.33 for Felony / Misdemeanor cases
- 3.69 for Civil cases
- 2.84 for Domestic Relations / Protective Order cases
- 1.10 for Juvenile cases
- 1.09 for Probate and Civil Commitment cases
- 0.95 for Violation cases

Four caveats apply to interpreting Table G2 in Appendix G. First, it looks only at how courts might allocate current resources, not the resources they need in order to process their cases effectively. In a court where the model shows a large need for additional resources, following the allocations in the table will make all case categories in the court equally under-resourced compared to the rest of the state.

Second, the distributions in the resource allocation categories apply only to core case processing and do not include the staff time needed for specialty courts and specialized functions pertaining to those case categories. Any court staff FTE necessary for specialty court, pretrial release, law clerk, or indigent defense verification functions related to each resource allocation category should be considered in addition to the core case processing needs identified in Appendix G.

Third, the information in Appendix G is based on the study model in Appendix E and does not account for any best practices. Courts attempting to implement best practices in dependency or any other type of case may need to consider allocating more staff resources than shown in Appendix G.

Last, Appendix G does not incorporate any additional considerations, such as statutory

requirements and timelines, that may cause a court to prioritize one type of case over another. In allocating staff resources, courts must often balance the needs and rights of parties to various types of cases. The information in Appendix G provides a starting point for doing so but should not be the only consideration in allocating staff resources across case categories.

Conclusions

The final staff workload assessment model indicates the Oregon circuit courts are under resourced, even more so when the juvenile dependency "best practices" case weight is considered.

The model indicates that the following courts have the greatest need for additional staff:

1. Jackson
2. Linn
3. Washington
4. Deschutes
5. Coos

In considering the model, it is important to remember that the model adjusts for the use of staff positions for referees, specialty court work, and other specialized functions. These adjustments reflect choices courts have made to prioritize certain activities over traditional case processing. If Oregon's circuit courts are to provide a uniform level of service across the state, OJD may want to consider prioritizing courts where specialized services are more limited or unavailable.

NCSC notes, however, that regardless of whether the adjustments for referee positions, specialty courts, and specialized functions are included in the model, the same five courts continue to show the greatest need for additional positions.

Recommendations

The NCSC project team recommends the OJD do the following:

Recommendation #1: Continually advocate for the staff needed to ensure that each court has

sufficient resources to process its caseload timely and effectively.

Recommendation #2: Adopt the version of the model that incorporates the juvenile dependency "best practices" case weight.

Recommendation #3: Maintain the model by updating each court's case filing data annually. OSCA should also evaluate whether using a multi-year average of each court's filings would provide a better projection of long-term need.

Recommendation #4: Maintain the model by updating case weights, as needed, to reflect legislatively mandated changes (e.g., a requirement for additional hearings or for additional findings on a particular type of case).

Recommendation #5: After all courts have migrated to the Odyssey system, provide an opportunity for courts unable to participate in the current study to participate in a future study, and use the information to validate or update the case weights and non-case-related adjustments applied in their courts.

Recommendation #6: Treat the case weights presented in this report as a baseline, the starting point for determining staff resource needs in each circuit court across the state. OJD should consider performing additional studies like the in-depth juvenile study to establish best practices in other case categories and update the staff workload assessment model accordingly.

Recommendation #7: Conduct a new time study every seven to ten years to update the case weights in the staff workload assessment model.

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Appendix A: Court Staff Case Type Collection Categories and Descriptions

Civil—General:

CONT Contract
IDRD Identity Record
INJR Injunctive Relief
PRFR Property - Foreclosure
PRGN Property - General
PRWR Property - Water Rights
RVAR Review - Arbitration
RVAF Review - Attorney Fee
RVBT Review - Breath Test Refusal Appeal
RVGA Review - Government Actions
RVGP Review - Gun Permit Appeal
RVWR Review - Writ of Review
TTGN Tort - General
TTML Tort - Malpractice Legal
TMM Tort - Malpractice Medical
TTPL Tort - Products Liability
TTWD Tort - Wrongful Death

Post-Conviction Relief:

PCVR Post-Conviction Relief

FED:

LTGN Landlord/Tenant - General
LTRS Landlord/Tenant - Residential
LTAP Landlord/Tenant - Appeal from Justice Court

Small Claims:

SCGN Small Claims - General
SCAP Small Claims - Appeal from Justice Court

Civil and Domestic Relations Protective Orders (Oregon Issued):

POEA Protective Order - Elder Abuse
POFA Protective Order - FAPA
POSA Protective Order - Sexual Abuse
POST Protective Order - Stalking

Domestic Relations—General:

ADPN Adoption
ANMT Annulment
DISS Dissolution
FILN Filiation
PCSV Petition Custody/Support/Visitation
SEPN Separation

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Civil Commitment:

CVCM Civil Commitment

Probate—Estates and Trusts:

ESGN Estate - General
TRST Trust
ESAC Estate - Appeal from County Court
TRAC Trust - Appeal From County Court

Probate—Protective Proceedings:

APPR Adult Protective Proceedings
AFAC Adult Protective Proceedings - Appeal from County Court
MPPR Minor Protective Proceedings
MPAC Minor Protective Proceedings - Appeal from County Court

Juvenile—Delinquency Felony & Misdemeanor:

JUFE Juvenile Delinquency Felony
JUMI Juvenile Delinquency Misdemeanor

Juvenile—Delinquency Violation:

JUVI Juvenile Delinquency Violation

Juvenile—Dependency:

DPJV Juvenile Dependency
EMPN Juvenile Emancipation
DPJD Juvenile Dependency - Judicial Determination
JUJP Juvenile Permanent Guardianship
DPAC Juvenile Dependency - Appeal from County Court

Juvenile—TPR:

TMPR Juvenile Termination of Parental Rights

Felony:

OFFE Offense Felony

Misdemeanor:

OFMI Offense Misdemeanor
AMJC Appeal Misdemeanor - from Justice Court
AMMC Appeal Misdemeanor - from Municipal Court

Violation:

OFVI Offense Violation
AVJC Appeal Violation - from Justice Court
AVMC Appeal Violation - from Municipal Court

Procedural Matters:

CWHC Constitutional Writs - Habeas Corpus
CWRG Constitutional Writs - General
CWRM Constitutional Writs - Mandamus
PMCP Procedural Matters - Contempt of Court Punitive
PMCR Procedural Matters - Contempt of Court Remedial
PMEX Procedural Matters - Extradition
PMWH Procedural Matters - Material Witness Hold

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PMSO Procedural Matters - Relief from Sex Offender Registration
PMAR Procedural Matters - Set Aside Arrest Record

Document Recording:

DOCC Document Recording - Civil
DOCF Document Recording - Family
DOCP Document Recording (Probate/Mental Health)
POFR Protective Order - Foreign Restraining Order
SMES Small Estate

Parking (Multnomah Only):

OFFK Municipal Parking

Notes: Participants were instructed to record time spent working on a criminal case that had multiple types of charges under the case type of the most serious charge, and to record time spent processing search warrants under the Felony case type. Participants were instructed to record time spent processing probation violations to the case type of the offense that caused the person to be placed on probation.

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Appendix B: Court Staff Case-Related Activities

The following defines the activity categories for the Odyssey Staff Time Study and gives examples of the type of work that falls into each category:

I. Specialty Court

All in-court or out-of-court work relating to specialty courts. Specialty courts are defined in ORS 137.680 as "drug court programs as defined in ORS 3.450, veterans courts, mental health courts, or any other similar court or docketing system." Other types of specialty courts include family dependency treatment courts, DUII courts, domestic violence courts, and juvenile drug courts.

Specialty courts generally differ from traditional case processing in that:

- Participants appear regularly (often weekly) before the court to report on their progress in relevant services;
- A team of court personnel and service providers monitors the individual's participation and progress;
- Hearings and records are held and maintained separately from other hearings and records on their related cases

If an activity relates to a specialty court, it should be recorded as specialty court time even if it also fits in another activity category (such as Calendaring and Case Tracking).

Examples:

- Attending or preparing to attend specialty court hearings
- Attending or preparing to attend non-specialty-court hearings for the purpose of tracking specialty court participants' cases or making recommendations from the specialty court
- Screening applicants for specialty court program eligibility
- Providing orientation for specialty court participants
- Coordinating specialty court teams and services
- Monitoring and recording participant compliance, progress, and need for future hearings
- Entering and updating specialty court information in Odyssey or other case management systems (e.g., Oregon Treatment Court Case Management System)
- Preparing and disseminating documents relating to the specialty court, including court orders, recommendations for acceptance, and reports on participant progress; recruiting and retaining members of specialty court advisory committees
- Purchasing, preparing, and distributing any resources, awards, or incentives provided for specialty court participants
- Identifying funding sources
- Writing applications for grants and reporting on grants
- Creating, maintaining, or disseminating specialty court materials, including forms and reports
- Developing, recommending, or implementing strategies to improve the specialty court program
- Participating in conferences, meetings, or networks or information exchanges regarding specialty court practice
- Recording, maintaining, and disseminating specialty court statistics
- Providing information on the specialty court to internal or external stakeholders, including

the general public

Time spent on work relating to specialty courts will be further classified by the type of specialty court:

- Juvenile** Any specialty court that deals specifically with parties to juvenile cases. This includes drug courts that work specifically with juvenile offenders, as well as family dependency courts that work specifically with parents who have open dependency cases.
- All Other** Any specialty court that is not specifically focused on parties to juvenile cases. This includes drug, domestic violence, or mental health that may serve parents who have open dependency cases, but are not focused specifically on such individuals.

2. General Case Processing

Most activity related to specific cases, **not** including specialty/treatment court work, in-court functions, calendaring and case tracking, indigent defense verification, law clerk functions, pre-trial release officer functions, family law facilitation, and revenue and trust accounting (see below). All other case-specific activity is considered "general case processing."

Examples:

- Entering or updating cases, events, judgments, or party information in Odyssey
- Entering hearings that have already been scheduled (e.g., an arraignment date shown on a traffic citation). This does not include time spent coordinating attorney schedules or finding court time for hearings (calendaring).
- Processing documents received through e-filing
- Scanning documents into Odyssey
- Taking case document filings
- Reviewing case documents for accuracy/completeness/timeliness
- Generating notices
- Processing and responding to case-related communications received in person or via mail, phone, e-mail, or fax
- Printing or copying case documents
- Certifying/conforming copies of case documents
- Sealing or expunging records
- Checking criminal histories or driving records (e.g., LEDS queries)
- Processing citations through violations bureau
- Processing warrants
- Processing court appointments (CAA, visitors, etc.). This does not include work verifying that a person is eligible for a court-appointed attorney (indigent defense verification).
- Maintaining exhibits and temporary records
- Processing records for appeals

3. In-Court Functions

In-court activities related to the case(s) being heard in court. This does not include activities done during a hearing or trial that do not relate to the case being heard. *For example, if a staff person is in the courtroom for a trial, the person would count any work related to that trial or case under "in-court functions" but would count any other work (e.g., answering e-mails relating to other cases, working through an Odyssey queue) under the applicable activity and case type for that work.*

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Examples:

- Completing hearing minutes in Odyssey
- Preparing judgments, orders, release documents, or other hearing-related correspondence for a judge's signature during the court proceeding
- Electronically recording court proceedings (including maintaining recording logs during court proceedings)
- Entering any information related to the hearing (including documents, events, future dates set during the court session, or party or attorney information) into Odyssey during the court proceeding
- Performing courtroom clerk/bailiff duties, including
 - Handling papers
 - Recording and marking exhibits
 - Managing *voir dire*
 - Handling jurors' needs in the courtroom and during deliberations
 - Swearing in witnesses
 - Referring defendants to various providers at sentencing hearing

4. Calendaring and Case Tracking

Out-of-court activity associated with either 1) setting or rescheduling hearings or 2) creating and reviewing case lists to monitor cases that need hearings or other information to comply with case requirements or statutory timelines.

Examples:

- Finding and setting suitable hearing and trial dates
- Rescheduling hearings that are reset, continued, etc.
- Processing speedy trial or hearing requests
- Monitoring cases that are overdue for adjudication or for hearings
- Tracking cases for submission of annual reports
- Monitoring cases for submission of required answer documents
- Coordinating of mediation

5. Indigent Defense Verification

Activities associated with verifying a party's eligibility for a court-appointed attorney.

Examples:

- Interviewing defendants to determine eligibility
- Verifying information on applications for appointment of counsel
- Making recommendations to the court
- Testifying in court regarding recommendations

6. Law Clerk Functions

Legal work and research by a law school graduate on behalf of a judge or referee. This does not time spent doing basic preparation of generic orders and judgments for a judge's signature, or time spent on in court functions.

Examples:

- Doing legal research
- Writing legal memos
- Drafting opinions

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7. Pretrial Release Officer Functions

Work, aside from standard case processing of court documents or orders, related to screening detainees for release from detention prior to a trial.

Examples:

- Interviewing detainees for possible release
- Preparing release agreements and associated paperwork (not including release agreements completed in court as part of a courtroom clerk's activities)
- Testifying in court regarding release decisions or recommendations

8. Family Law Facilitation

Work assisting self-represented litigants in family law cases in finding, completing, and filing forms for family cases.

Examples:

- Explaining the family law court process
- Assisting self-represented litigants in filling out family law forms
- Reviewing forms for self-represented litigants before they are submitted
- Planning and teaching classes on the use of family law forms

Note: This does not include time spent processing family or entering family law forms after they have been filed, or basic customer service that is provided to all litigants.

9. Revenue and Trust Accounting

Financial activities related to receivables, whether or not related to a specific case.

Examples:

- Receipting money on a case
- Collections
- Payment scheduling
- Preparing bank deposits
- Trust accounts
- 415 fund

10. Jury Management

Managing jury service.

Examples:

- Preparing jury summonses
- Processing excusals and deferrals
- Entering data on jury system and processing for payment
- Checking-in jurors
- Orienting jurors
- Making telephone recordings for the juror call-in system
- Handling phone calls, e-mail, and correspondence regarding jury service
- Handling phone calls and e-mail regarding sending jurors to courtroom, releasing jurors, taking jurors for a break, etc.

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11. Justice System Coordination

Coordinating activities with government agencies or other court stakeholders.

Examples:

Meeting, communicating with, or planning for meetings with government agencies or other stakeholders, including:

- Law enforcement
- Department of Corrections
- Employment agencies
- District Attorney's Office
- Public defenders/public defense consortium representatives
- Juvenile Department
- Department of Human Services
- Drug treatment or other service providers

Note: Time spent on justice system coordination related to juvenile issues will be recorded separately from justice system coordination related to all other issues.

12. General Management and Customer Service

This includes all management, training, technical support, and facilities or equipment maintenance. It also includes any customer service work (such as answering phones or staffing the public counter) that is not related to a specific case.

Examples:

- Handling requests for general information (either by phone, by email, or in person) about court processes or procedures
- Handling personnel-related issues (e.g., coordinating schedules, recruiting, interviewing, hiring, training)
- Review staff work for quality control
- Working on information technology, technical support, or computer or network maintenance or updates
- Maintaining, stocking, or monitoring court forms or website materials
- Maintaining, moving, or ordering office equipment, including computers
- Managing, reviewing, or updating building or computer security practices
- Processing leave requests and timesheets
- Responding to public records requests and media requests for information
- Preparing and monitoring court budgets
- Processing purchase orders, SPOTS cards, and travel reimbursements
- Implementing, evaluating, or researching new business processes, systems, or applications
- Distributing mail or parcels
- Performing other non-case-related duties that are not related to financials, jury management, system coordination, specialty courts, work-related travel, or recording time for this study

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13. Travel

Travel for work purposes except for time spent commuting to and from work.

Examples:

- Traveling between court facilities
- Traveling to off-site meetings
- Doing court-related errands (e.g., FedEx, UPS, bank deposits, mail pick-up)

14. Leave

Paid and unpaid time off from work, not including lunch and other break time. **This category does not monitor employee leave usage.** Information entered in this category allows NCSC to ensure that they do not miss daily data from any study participant.

Examples:

- Vacation
- Personal leave
- Sick leave
- Administrative leave
- Family medical leave
- Military leave
- Bereavement leave
- Jury duty
- Leave without pay

15. NCSC Time Study

Time spent tracking and entering time on the NCSC website for the staff time study.

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Appendix C: Data Collection Elements for the Staff Time Study

Not all activities in the time study were applicable to all case categories. This listing provides information regarding the case categories that applied to each activity (if any).

Specialty Court

- Juvenile
- All Other

General Case Processing

- Civil—General
- Post-Conviction Relief
- FED
- Small Claims
- Civil and Domestic Relations Protective Orders (Oregon Issued)
- Domestic Relations—General
- Civil Commitment
- Probate—Estates and Trusts
- Probate—Protective Proceedings
- Juvenile—Delinquency Felony and Misdemeanor
- Juvenile—Delinquency Violation
- Juvenile—Dependency
- Juvenile—TPR
- Felony
- Misdemeanor
- Violation
- Procedural Matters
- Document Recording (Staff Study Only)
- Parking (Multnomah Only)

In-Court Functions

- Civil—General
- Post-Conviction Relief
- FED
- Small Claims
- Civil and Domestic Relations Protective Orders (Oregon Issued)
- Domestic Relations—General
- Civil Commitment
- Probate—Estates and Trusts
- Probate—Protective Proceedings
- Juvenile—Delinquency Felony and Misdemeanor
- Juvenile—Delinquency Violation
- Juvenile—Dependency
- Juvenile—TPR
- Felony
- Misdemeanor
- Violation
- Procedural Matters
- Parking (Multnomah Only)

Calendaring and Case Tracking

- Civil—General
- Post-Conviction Relief
- FED
- Small Claims
- Civil and Domestic Relations Protective Orders (Oregon Issued)
- Domestic Relations—General
- Civil Commitment
- Probate—Estates and Trusts
- Probate—Protective Proceedings
- Juvenile—Delinquency Felony and Misdemeanor
- Juvenile—Delinquency Violation
- Juvenile—Dependency
- Juvenile—TPR
- Felony
- Misdemeanor
- Violation
- Procedural Matters
- Parking (Multnomah Only)

Indigent Defense Verification

- Post-Conviction Relief
- Civil Commitment
- Juvenile—Delinquency Felony & Misdemeanor
- Juvenile—Dependency
- Juvenile—TPR
- Felony
- Misdemeanor
- Procedural Matters

Law Clerk Functions

- Civil—General
- Post-Conviction Relief
- FED
- Small Claims
- Civil and Domestic Relations Protective Orders (Oregon Issued)
- Domestic Relations—General
- Civil Commitment
- Probate—Estates and Trusts
- Probate—Protective Proceedings
- Juvenile—Delinquency Felony and Misdemeanor
- Juvenile—Delinquency Violation
- Juvenile—Dependency
- Juvenile—TPR
- Felony
- Misdemeanor
- Violation
- Procedural Matters
- Parking (Multnomah Only)

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Pretrial Release Officer Functions

Juvenile—Delinquency Felony and Misdemeanor
Felony
Misdemeanor

Family Law Facilitation

Civil and Domestic Relations Protective Orders (Oregon Issued)
Domestic Relations—General

Revenue and Trust Accounting

No case categories

Jury Management

No case categories

Justice System Coordination

Juvenile
All Other

General Management and Customer Service

No case categories

Travel

No case categories

Leave

No case categories

NCSC Time Study

No case categories

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Appendix D: Case Weight Breakdown

The following charts show the percentage and total time each activity represents in each case weight. For example, the Civil – General case weight is 284 minutes (rounded). As calculated, 49.19% (139.75 minutes) of that weight/time is spent on General Case Processing, while 3.05% (8.67 minutes) is spent on Revenue and Trust Accounting.

General Civil			Post Conviction Relief		
General Case Processing	49.19%	139.75	General Case Processing	56.76%	874.03
In Court Functions	9.31%	26.45	In Court Functions	5.88%	90.47
Calendar and Case Tracking	6.12%	17.37	Calendar and Case Tracking	7.12%	109.58
Family Law Facilitation			Family Law Facilitation		
Revenue and Trust Accounting	3.05%	8.67	Revenue and Trust Accounting	0.69%	10.56
Jury Management	2.77%	7.88	Jury Management		
Gen Mgmt/Cust Srv/JS Coord.	29.56%	83.98	Gen Mgmt/Cust Srv/JS Coord.	29.56%	455.14
Total	100.00%	284.09	Total	100.00%	1539.78

FED			Small Claims		
General Case Processing	49.19%	64.05	General Case Processing	55.47%	46.87
In Court Functions	10.60%	13.81	In Court Functions	2.72%	2.30
Calendar and Case Tracking	3.23%	4.21	Calendar and Case Tracking	3.83%	3.24
Revenue and Trust Accounting	7.42%	9.66	Revenue and Trust Accounting	8.42%	7.12
Gen Mgmt/Cust Srv/JS Coord.	29.56%	38.49	Gen Mgmt/Cust Srv/JS Coord.	29.56%	24.98
Total	100.00%	130.21	Total	100.00%	84.51

Civil and DR Protective Orders			Domestic Relations - General		
General Case Processing	34.25%	51.95	General Case Processing	42.86%	294.03
In Court Functions	24.43%	37.05	In Court Functions	10.21%	70.06
Calendar and Case Tracking	5.96%	9.04	Calendar and Case Tracking	7.06%	48.42
Family Law Facilitation	NA	NA	Family Law Facilitation	8.02%	55.02
Revenue and Trust Accounting	0.42%	0.63	Revenue and Trust Accounting	2.29%	15.70
Gen Mgmt/Cust Srv/JS Coord.	29.56%	44.83	Gen Mgmt/Cust Srv/JS Coord.	29.56%	202.78
Total	100.00%	151.67	Total	100.00%	686.02

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Civil Commitment		
General Case Processing	53.44%	46.82
In Court Functions	14.45%	12.66
Calendar and Case Tracking	2.55%	2.23
Revenue and Trust Accounting	NA	NA
Gen Mgmt/Cust Srv/JS Coord.	29.56%	25.90
Total	100.00%	87.62

Probate - Estates and Trusts Total		
General Case Processing	59.86%	313.46
In Court Functions	2.61%	13.67
Calendar and Case Tracking	5.69%	29.78
Revenue and Trust Accounting	2.29%	11.97
Gen Mgmt/Cust Srv/JS Coord.	29.56%	154.80
Total		523.69

Probate - Protective Proceedings		
General Case Processing	58.12%	488.60
In Court Functions	3.25%	27.28
Calendar and Case Tracking	7.08%	59.55
Revenue and Trust Accounting	1.99%	16.76
Gen Mgmt/Cust Srv/JS Coord.	29.56%	248.50
Total	100.00%	840.70

Juv: Delinquency Felony & Misd.		
General Case Processing	42.44%	261.88
In Court Functions	18.30%	112.91
Calendar and Case Tracking	8.54%	52.68
Revenue and Trust Accounting	1.17%	7.23
Gen Mgmt/Cust Srv/JS Coord.	29.56%	182.42
Total		617.13

Juvenile - Dependency		
General Case Processing	43.83%	516.37
In Court Functions	19.40%	228.57
Calendar and Case Tracking	7.19%	84.74
Revenue and Trust Accounting	0.02%	0.25
Gen Mgmt/Cust Srv/JS Coord.	29.56%	348.26
Total	100.00%	1178.19

Juvenile - Dependency - Recommended		
General Case Processing	43.02%	516.37
In Court Functions	20.88%	250.57
Calendar and Case Tracking	7.06%	84.74
Revenue and Trust Accounting	0.02%	0.25
Gen Mgmt/Cust Srv/JS Coord.	29.02%	348.26
Total	100.00%	1200.19

Juvenile - TPR		
General Case Processing	30.81%	72.08
In Court Functions	34.61%	80.96
Calendar and Case Tracking	5.02%	11.74
Revenue and Trust Accounting	NA	NA
Jury Management	NA	NA
Gen Mgmt/Cust Srv/JS Coord.	29.56%	69.15
Total	100.00%	233.93

Felony		
General Case Processing	33.03%	257.13
In Court Functions	18.39%	143.15
Calendar and Case Tracking	10.26%	79.87
Revenue and Trust Accounting	1.68%	13.04
Jury Management	7.09%	55.18
Gen Mgmt/Cust Srv/JS Coord.	29.56%	230.11
Total	100.00%	778.48

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Misdemeanor		
General Case Processing	35.32%	128.74
In Court Functions	21.10%	76.91
Calendar and Case Tracking	10.06%	36.68
Revenue and Trust Accounting	2.85%	10.38
Jury Management	1.11%	4.04
Gen Mgmt/Cust Srv/JS Coord.	29.56%	107.74
Total	100.00%	364.48

Violations - all		
General Case Processing	45.30%	19.82
In Court Functions	4.81%	2.10
Calendar and Case Tracking	2.89%	1.26
Revenue and Trust Accounting	17.44%	7.63
Jury Management	NA	NA
Gen Mgmt/Cust Srv/JS Coord.	29.56%	12.94
Total	100.00%	43.76

Procedural Matters		
General Case Processing	35.54%	122.91
In Court Functions	12.18%	42.11
Calendar and Case Tracking	21.98%	76.03
Revenue and Trust Accounting	0.74%	2.56
Gen Mgmt/Cust Srv/JS Coord.	29.56%	102.23
Total	100.00%	345.84

Document Recording		
General Case Processing	66.87%	66.08
In Court Functions	0.32%	0.32
Calendar and Case Tracking		
Revenue and Trust Accounting	3.34%	3.30
Gen Mgmt/Cust Srv/JS Coord.	29.46%	29.11
Total	100.00%	98.81

Municipal Parking		
General Case Processing	41.06%	4.18
In Court Functions	2.56%	0.26
Calendar and Case Tracking	2.01%	0.20
Revenue and Trust Accounting	24.81%	2.53
Gen Mgmt/Cust Srv/JS Coord.	29.56%	3.01
Total	100.00%	10.18

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Appendix E: Oregon Circuit Court Staff Workload Assessment Model

Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Jackson*	Lane*	Marion*	Multnomah*	Clackamas	Umatilla	Morrow	District 6 Total
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	2,643	4,523	4,046	11,936	4,796	754	114	868
	2 Post-Conviction Relief	1,540	2	1	77	11	4	105	1	106
	3 FED	130	1,273	1,778	1,979	5,892	982	289	18	307
	4 Small Claims	85	5,960	8,010	6,058	13,114	5,491	1,434	52	1,486
	5 Civil and Dom Rel Protective Orders	152	910	1,691	817	3,562	1,071	329	32	361
	6 Dom Rel-General	686	1,338	2,386	2,194	4,333	1,977	521	59	680
	7 Civil Commitment	89	1,160	204	594	3,654	568	60	11	71
	8 Probate-Estates and Trusts	524	235	419	293	1,171	717	71	15	86
	9 Probate-Protective Proceedings	841	262	90	154	334	175	21	2	23
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	313	171	410	573	249	60	1	61
	11 Juvenile-Dependency	1,178	479	708	392	562	206	96	3	99
	12 Juvenile-Termination of Parental Rights	234	94	244	144	263	81	15	2	17
	13 Felony	778	3,090	2,305	2,398	4,386	2,257	838	85	923
	14 Misdemeanor	364	2,898	1,391	3,677	11,982	3,492	1,107	83	1,190
	15 Violation	44	4,735	8,268	7,269	117,394	557	7,008	22	7,030
	16 Procedural Matters	346	976	513	744	975	41	21	2	23
	17 Document Recording	89	1,659	321	1,176	2,429	792	434	48	482
	18 Municipal Parking	10	0	0	0	268,731	0	0	0	0
	19	Total Filings		28,048	33,623	32,421	451,012	23,456	13,163	550
20	Core Workload (Case Weights x Filings)		7,877,824	8,333,796	8,850,529	27,260,548	7,613,991	2,569,996	203,997	2,773,956
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		82.14	86.90	90.20	284.25	79.39	26.80	2.13	28.92
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	69.63	101.08	93.82	301.24	87.60	29.50	3.00	32.50
	24	EE Value Attributed to Travel (-)	0.30	0.18	0.43	1.96	0.32	0.21	0.02	0.23
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)	3.49	5.05	4.69	15.06	4.38	1.48	0.15	1.63
	26	Specialty Court Functions (-)	5.78	2.93	3.93	12.21	5.21	1.13		1.13
	27	Pretrial Release Officer Functions (-)		6.63						0.00
	28	Law Clerk Functions (-)	0.01	3.16	0.79	7.73	0.40			0.00
	29	Indigent Defense Verification Functions (-)	0.49	1.31	0.83	1.90	0.81	0.50		0.50
	30	Referee POSITIONS (in Line 23) (-)			3.50	13.31	1.00			0.00
	31	Trial Court Administrator POSITION (-)	1.00	1.00	1.00	1.00	1.00	1.00		1.00
	32	Total FTE Supply Available	58.76	80.82	78.65	248.07	74.48	25.18	2.83	28.01
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
	34	Total FTE Supply Available (from Line 32)	58.76	80.82	78.65	248.07	74.48	25.18	2.83	28.01
	35	Minimum Core Workload FTE Demand (-) (from Line 22)	82.14	86.90	90.20	284.25	79.39	26.80	2.13	28.92
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***	-23.38	-6.08	-11.55	-36.18	-4.91	-1.62	0.70	-0.91
	37	Difference as Percentage of Permanent Position FTE***	-33.48%	-6.02%	-12.31%	-12.01%	-5.61%	-5.49%	23.33%	-2.60%

Courts that participated in the 2015 Odyssey Staff Time Study are marked with an asterisk ().
 **Deductions for specific functions may include work performed by county-funded or other-funded positions not included in "Permanent Positions."
 ***Negative numbers on Lines 36 and 37 indicate need for additional staff resources.

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Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Gilliam/ Wheeler	Hood River	Sherman	Wasco	District 7 Total	Baker	Malheur	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	35	207	13	302	557	169	318	
	2 Post-Conviction Relief	1,540	0	1	0	2	3	0	90	
	3 FED	130	1	23	0	94	118	1	15	
	4 Small Claims	85	7	363	12	541	923	0	148	
	5 Civil and Dom Rel Protective Orders	152	10	43	5	105	163	56	102	
	6 Dom Rel-General	686	29	110	14	176	329	140	163	
	7 Civil Commitment	88	2	6	1	23	34	6	19	
	8 Probate-Estates and Trusts	524	1	27	1	49	78	23	2	
	9 Probate-Protective Proceedings	841	0	5	0	10	15	5	1	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	0	42	1	70	113	27	35	
	11 Juvenile-Dependency	1,178	0	16	2	54	72	67	76	
	12 Juvenile-Termination of Parental Rights	234	0	2	2	46	50	8	24	
	13 Felony	778	60	202	15	446	723	163	222	
	14 Misdemeanor	364	15	669	43	364	1,091	322	425	
	15 Violation	44	56	2,803	46	3,339	6,244	261	118	
	16 Procedural Matters	345	5	6	2	19	32	25	44	
	17 Document Recording	99	8	55	3	95	161	56	112	
	18 Municipal Parking	10	0	0	0	0	0	0	0	
	19	Total Filings		229	4,582	160	5,735	10,706	1,331	1,914
	20	Core Workload (Case Weights x Filings)		89,905	771,961	49,464	1,079,804	1,991,154	536,796	849,984
	21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904
	22	Minimum Core Workload FTE Demand (at 100% position fill rate)		0.94	8.05	0.52	11.26	20.76	5.60	8.86
FTE Supply	23 FTE (Permanent Positions as of 10/1/15)**		1.00	11.00	1.00	11.00	24.00	6.41	12.00	
	24 EE Value Attributed to Travel (-)		0.14	0.22	0.00	0.06	0.42	0.26	0.25	
	25 EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		0.05	0.55	0.05	0.55	1.20	0.32	0.60	
	26 Specialty Court Functions (-)			0.42		0.84	1.26		0.56	
	27 Pretrial Release Officer Functions (-)						0.00			
	28 Law Clerk Functions (-)						0.00			
	29 Indigent Defense Verification Functions (-)						0.00	0.25	0.12	
	30 Referee POSITIONS (in Line 23) (-)						0.00			
	31 Trial Court Administrator POSITION (-)			1.00			1.00	1.00	1.00	
	32	Total FTE Supply Available		0.81	8.81	0.95	9.55	20.12	4.58	9.47
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
	34	Total FTE Supply Available (from Line 32)		0.81	8.81	0.95	9.55	20.12	4.58	9.47
	35	Minimum Core Workload FTE Demand (-) (from Line 22)		0.94	8.05	0.52	11.26	20.76	5.60	8.86
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		-0.13	0.76	0.43	-1.71	-0.64	-1.02	0.61
	37	Difference as Percentage of Permanent Position FTE***		-13.00%	6.91%	43.00%	-15.55%	-2.67%	-15.91%	5.08%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Union	Wallowa	District 10 Total	Deschutes	Polk*	Klamath	Josephine*	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	236	59	295	2,105	720	835	1,072	
	2 Post-Conviction Relief	1,540	0	0	0	0	3	4	5	
	3 FED	130	90	8	98	637	373	640	381	
	4 Small Claims	85	225	48	273	2,149	739	1,393	2,088	
	5 Civil and Dom Rel Protective Orders	152	38	20	58	663	196	482	577	
	6 Dom Rel-General	686	182	50	232	1,207	493	452	573	
	7 Civil Commitment	86	22	3	25	351	50	68	328	
	8 Probate-Estates and Trusts	524	33	13	46	150	67	75	122	
	9 Probate-Protective Proceedings	841	29	4	33	106	39	66	86	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	34	10	44	155	70	133	72	
	11 Juvenile-Dependency	1,178	55	1	56	120	79	268	181	
	12 Juvenile-Termination of Parental Rights	234	5	0	5	13	19	67	40	
	13 Felony	778	250	35	285	1,763	509	1,009	827	
	14 Misdemeanor	364	531	76	607	2,735	604	1,531	1,083	
	15 Violation	44	2,938	256	3,194	6,190	2,311	4,559	4,803	
	16 Procedural Matters	346	12	0	12	175	114	110	152	
	17 Document Recording	89	58	43	101	325	322	311	353	
	18 Municipal Parking	10	0	0	0	0	0	0	0	
	19	Total Filings		4,738	626	5,364	18,855	6,708	12,016	12,745
	20	Core Workload (Case Weights x Filings)		885,982	147,419	1,033,401	4,968,569	1,690,264	2,963,271	2,790,231
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		9.24	1.54	10.78	51.81	17.62	30.90	29.09	
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	13.50	3.00	16.50	48.55	21.00	33.00	34.00	
	24	EE Value Attributed to Travel (-)	0.16	0.20	0.36	0.80	0.31	0.05	0.13	
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)	0.68	0.15	0.83	2.43	1.05	1.65	1.70	
	26	Specialty Court Functions (-)	0.56	0.14	0.70	1.41	0.20	1.27	1.43	
	27	Pretrial Release Officer Functions (-)	0.50		0.50	1.00			0.68	
	28	Law Clerk Functions (-)			0.00			1.00		
	29	Indigent Defense Verification Functions (-)	0.25	0.05	0.33	1.00	0.12	0.90	1.02	
	30	Referee POSITIONS (In Line 23) (-)			0.00					
	31	Trial Court Administrator POSITION (-)	1.00		1.00	1.00	1.00	1.00	1.00	
	32	Total FTE Supply Available	10.35	2.43	12.78	40.92	18.32	27.13	28.04	
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
	34	Total FTE Supply Available (from Line 32)	10.35	2.43	12.78	40.92	18.32	27.13	28.04	
	35	Minimum Core Workload FTE Demand (-) (from Line 22)	9.24	1.54	10.78	51.81	17.62	30.90	29.09	
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***	1.11	0.89	2.00	-10.89	0.70	-3.77	-1.05	
	37	Difference as Percentage of Permanent Position FTE***	8.22%	29.67%	12.12%	-22.43%	3.33%	-11.42%	-3.09%	

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Coos	Curry	District 15 Total	Douglas*	Lincoln*	Clatsop*	Columbia*	Washington
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	1,262	337	1,599	1,244	664	529	647	6,084
	2 Post-Conviction Relief	1,540	4	1	5	1	1	1	1	27
	3 FED	130	371	76	447	438	230	167	158	2,707
	4 Small Claims	85	1,820	405	2,225	2,021	787	1,190	558	5,458
	5 Civil and Dom Rel Protective Orders	152	282	112	394	655	210	227	204	864
	6 Dom Rel-General	686	420	126	846	690	285	270	344	2,705
	7 Civil Commitment	88	128	26	154	475	68	27	132	64
	8 Probate-Estates and Trusts	524	105	51	156	213	75	74	64	371
	9 Probate-Protective Proceedings	841	40	18	88	91	25	23	40	182
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	61	33	94	87	35	63	66	236
	11 Juvenile-Dependency	1,178	189	30	219	205	67	73	100	373
	12 Juvenile-Termination of Parental Rights	234	34	12	46	67	29	59	36	69
	13 Felony	778	757	238	895	1,747	540	486	314	3,095
	14 Misdemeanor	364	1,774	530	2,304	932	1,158	594	407	4,329
	15 Violation	44	6,933	1,658	8,591	1,395	2,952	5,332	2,051	1,107
	16 Procedural Matters	345	86	18	104	373	96	204	117	53
	17 Document Recording	99	303	94	397	511	214	138	156	1,150
	18 Municipal Parking	10	0	0	0	0	0	0	0	0
	19	Total Filings	14,569	3,765	15,334	11,145	7,436	9,456	5,397	29,874
	20	Core Workload (Case Weights x Filings)	2,866,128	814,242	3,680,370	3,636,692	1,713,679	1,606,470	1,305,832	9,776,046
21	Average Annual Availability per FTE	95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)	29.89	8.49	38.38	37.92	17.87	16.75	13.62	101.94	
FTEs supply	23	FTE (Permanent Positions as of 10/1/15)**	28.00	9.00	37.00	39.00	23.12	21.17	16.81	94.28
	24	EE Value Attributed to Travel (-)	0.26	0.10	0.36	0.01	0.16	0.11	0.01	0.21
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)	1.40	0.45	1.85	1.95	1.16	1.06	0.84	4.71
	26	Specialty Court Functions (-)	0.18	0.28	0.46	1.41	0.93	0.91	1.86	4.51
	27	Pretrial Release Officer Functions (-)			0.00	0.01				1.00
	28	Law Clerk Functions (-)			0.00		0.03			0.20
	29	Indigent Defense Verification Functions (-)	0.40	0.10	0.50	0.62	0.63	0.16	0.73	2.00
	30	Referee POSITIONS (in Line 23) (-)			0.00	1.00	1.00			1.00
	31	Trial Court Administrator POSITION (-)	1.00		1.00	1.00	1.00	1.00	1.00	1.00
	32	Total FTE Supply Available	24.76	8.07	32.83	33.00	18.21	17.93	12.37	79.65
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
	34	Total FTE Supply Available (from Line 32)	24.76	8.07	32.83	33.00	18.21	17.93	12.37	79.65
	35	Minimum Core Workload FTE Demand (from Line 22)	29.89	8.49	38.38	37.92	17.87	16.75	13.62	101.94
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***	-5.13	-0.42	-5.55	-4.92	0.34	1.18	-1.25	-22.29
	37	Difference as Percentage of Permanent Position FTE***	-18.32%	-4.67%	-15.00%	-12.62%	1.47%	5.57%	-7.44%	-23.64%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Benton*	Crook*	Jefferson*	District 22 Total	Linn*	Grant	Harney	District 24 Total	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	264	497	249	276	525	1,455	50	64	114	
	2 Post-Conviction Relief	1,540	1	1	6	7	4	0	0	0	
	3 FED	130	163	101	112	213	442	0	0	0	
	4 Small Claims	85	1,338	354	321	635	2,643	8	0	8	
	5 Civil and Dom Rel Protective Orders	152	148	117	145	262	509	26	25	51	
	6 Dom Rel-General	686	332	127	105	232	657	52	57	109	
	7 Civil Commitment	88	138	28	16	44	93	7	9	16	
	8 Probate-Estates and Trusts	524	85	21	21	42	103	0	1	1	
	9 Probate-Protective Proceedings	841	47	14	7	21	104	4	1	5	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	39	69	60	129	178	4	4	8	
	11 Juvenile-Dependency	1,178	59	30	52	82	84	17	12	29	
	12 Juvenile-Termination of Parental Rights	234	15	12	0	12	24	0	4	4	
	13 Felony	778	509	251	247	498	1,408	54	89	143	
	14 Misdemeanor	364	1,169	426	415	841	978	102	122	224	
	15 Violation	44	1,892	1,091	2,360	3,951	1,843	47	30	77	
	16 Procedural Matters	346	95	68	67	135	174	8	11	19	
	17 Document Recording	99	145	76	66	144	515	7	72	79	
	18 Municipal Parking	10	0	0	0	0	0	0	0	0	
	19	Total Filings		6,673	3,045	4,778	7,823	11,514	386	501	887
	20	Core Workload /Case Weights x Filings		1,673,367	756,593	839,094	1,595,687	3,391,476	165,647	206,679	372,326
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		17.45	7.89	8.75	16.64	35.36	1.73	2.16	3.88	
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	23.00	11.41	10.00	21.41	32.18	4.20	4.42	8.62	
	24	EE Value Attributed to Travel (-)	0.09	0.01	0.17	0.18	0.01	0.03	0.03	0.06	
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)	1.15	0.57	0.50	1.07	1.61	0.21	0.22	0.43	
	26	Specialty Court Functions (-)	1.15	1.02	0.48	1.50	1.79		0.21	0.21	
	27	Pretrial Release Officer Functions (-)	0.01			0.00				0.00	
	28	Law Clerk Functions (-)				0.00	0.98			0.00	
	29	Indigent Defense Verification Functions (-)	0.60	0.04		0.04	0.01	0.06	0.06	0.12	
	30	Referee POSITIONS In Line 231 (-)				0.00				0.00	
	31	Trial Court Administrator POSITION (-)	1.00	1.00		1.00	1.00		1.00	1.00	
	32	Total FTE Supply Available		19.00	8.77	8.85	17.62	26.78	3.90	2.90	6.80
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand									
	34	Total FTE Supply Available (from Line 32)		19.00	8.77	8.85	17.62	26.78	3.90	2.90	6.80
	35	Minimum Core Workload FTE Demand (-) (from Line 22)		17.45	7.89	8.75	16.64	35.36	1.73	2.16	3.88
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		1.55	0.88	0.10	0.98	-8.58	2.17	0.74	2.92
	37	Difference as Percentage of Permanent Position FTE***		6.74%	7.71%	1.00%	4.56%	-26.66%	51.67%	16.74%	33.87%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model (Calendar Year 2015 Filings)		Weight (Minutes)	Yamhill*	Lake*	Tillamook*	State	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	1,097	80	314	49,732	
	2 Post-Conviction Relief	1,540	1	3	0	358	
	3 FED	130	298	25	20	19,482	
	4 Small Claims	85	1,864	103	0	67,932	
	5 Civil and Dom Rel Protective Orders	152	308	44	125	14,710	
	6 Dom Rel-General	686	541	49	155	23,522	
	7 Civil Commitment	88	97	11	49	8,512	
	8 Probate-Estates and Trusts	524	101	20	50	4,850	
	9 Probate-Protective Proceedings	841	49	2	21	2,061	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	133	8	59	3,563	
	11 Juvenile-Dependency	1,178	42	28	23	4,749	
	12 Juvenile-Termination of Parental Rights	234	15	2	13	1,461	
	13 Felony	778	677	177	271	31,720	
	14 Misdemeanor	364	848	167	596	47,575	
	15 Violation	44	4,191	495	76	206,887	
	16 Procedural Matters	345	159	7	83	5,556	
	17 Document Recording	99	265	39	127	13,079	
	18 Municipal Parking	10	0	0	0	268,731	
	19	Total Filings		10,687	1,260	1,982	774,480
20	Core Workload (Case Weights x Filings)		2,267,191	357,722	804,235	1,111,515,419	
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		23.64	3.73	8.39	1162.78	
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	29.58	4.60	11.00	1243.31	
	24	EE Value Attributed to Travel (-)		0.08	0.20	0.01	7.49
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		1.48	0.23	0.55	62.17
	26	Specialty Court Functions (-)		1.45	0.03		54.23
	27	Pretrial Release Officer Functions (-)		0.39			10.22
	28	Law Clerk Functions (-)			0.02		14.32
	29	Indigent Defense Verification Functions (-)		0.35	0.06	0.20	15.60
	30	Referee POSITIONS (in Line 23) (-)					20.61
	31	Trial Court Administrator POSITION (-)		1.00		1.00	26.00
	32	Total FTE Supply Available		24.83	4.06	9.24	1032.47
	Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand				
34		Total FTE Supply Available (from Line 32)		24.83	4.06	9.24	1032.47
35		Minimum Core Workload FTE Demand (-) (from Line 22)		23.64	3.73	8.39	1162.78
36		Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		1.19	0.33	0.85	-130.31
37		Difference as Percentage of Permanent Position FTE***		4.02%	7.17%	7.73%	-10.48%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Appendix F: Oregon Circuit Court Staff Workload Assessment Model with Juvenile Dependency Best Practices Case Weight

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Jackson*	Lane*	Marion*	Multnomah*	Clackamas	Umatilla	Morrow	District 6 Total	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	2,643	4,523	4,046	11,936	4,796	754	114	868	
	2 Post-Conviction Relief	1,540	2	1	77	11	4	105	1	106	
	3 FED	130	1,273	1,778	1,979	5,592	982	289	18	307	
	4 Small Claims	85	5,980	8,010	6,058	13,114	5,491	1,434	52	1,486	
	5 Civil and Dom Rel Protective Orders	152	910	1,691	817	3,562	1,071	329	32	361	
	6 Dom Rel-General	686	1,338	2,386	2,194	4,333	1,977	521	59	560	
	7 Civil Commitment	88	1,160	204	594	3,664	566	60	11	71	
	8 Probate-Estates and Trusts	524	235	419	293	1,171	717	71	15	86	
	9 Probate-Protective Proceedings	841	262	90	154	334	175	21	2	23	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	313	171	410	573	249	60	1	61	
	11 Juvenile-Dependency	1,200	479	706	392	562	206	96	3	99	
	12 Juvenile-Termination of Parental Rights	234	94	244	144	263	81	15	2	17	
	13 Felony	778	3,090	2,305	2,398	4,386	2,257	838	85	923	
	14 Misdemeanor	364	2,899	1,391	3,677	11,962	3,492	1,107	83	1,190	
	15 Violation	44	4,736	8,269	7,269	117,394	557	7,008	22	7,030	
	16 Procedural Matters	346	976	513	744	975	41	21	2	23	
	17 Document Recording	99	1,659	921	1,175	2,429	792	434	48	482	
	18 Municipal Parking	10	0	0	0	268,731	0	0	0	0	
	19	Total Filings		28,048	33,623	32,421	451,012	23,456	13,163	550	13,713
20	Core Workload (Case Weights x Filings)		7,886,362	8,349,374	8,659,153	27,272,912	7,618,423	2,572,061	203,963	2,776,044	
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		82.25	87.06	90.29	284.38	79.44	26.82	2.13	28.95	
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**		69.83	101.08	93.82	301.24	87.60	29.50	32.50	
	24	EE Value Attributed to Travel (-)		0.30	0.18	0.43	1.96	0.32	0.21	0.02	
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		3.49	5.05	4.69	15.06	4.38	1.49	0.15	
	26	Specialty Court Functions (-)		5.78	2.93	3.93	12.21	5.21	1.13	1.13	
	27	Pretrial Release Officer Functions (-)			6.63						
	28	Law Clerk Functions (-)		0.01	3.16	0.79	7.73	0.40			
	29	Indigent Defense Verification Functions (-)		0.49	1.31	0.83	1.90	0.81	0.50		
	30	Referee POSITIONS (in Line 23) (-)				3.50	13.31	1.00			
	31	Trial Court Administrator POSITION (-)		1.00	1.00	1.00	1.00	1.00	1.00		
	32	Total FTE Supply Available		68.76	80.82	78.65	248.07	74.48	25.18	2.83	28.91
	Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
34		Total FTE Supply Available (from Line 32)		68.76	80.82	78.65	248.07	74.48	25.18	2.83	28.91
35		Minimum Core Workload FTE Demand (-) (from Line 22)		82.25	87.06	90.29	284.38	79.44	26.82	2.13	28.95
36		Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		-23.49	-6.24	-11.64	-36.31	-4.96	-1.64	0.70	-0.94
37		Difference as Percentage of Permanent Position FTE***		-33.64%	-6.17%	-12.41%	-12.05%	-5.66%	-5.56%	23.33%	-2.89%

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 **Deductions for specific functions may include work performed by county-funded or other-funded positions not included in "Permanent Positions."
 ***Negative numbers on Lines 36 and 37 indicate need for additional staff resources.

SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Gilliam/ Wheeler	Hood River	Sherman	Wasco	District 7 Total	Baker	Malheur
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	35	207	13	302	557	169	315
	2 Post-Conviction Relief	1,540	0	1	0	2	3	0	90
	3 FED	130	1	23	0	94	118	1	15
	4 Small Claims	85	7	363	12	541	923	0	148
	5 Civil and Dom Rel Protective Orders	152	10	43	5	105	163	56	102
	6 Dom Rel-General	686	29	110	14	176	329	140	163
	7 Civil Commitment	88	2	8	1	23	34	6	19
	8 Probate-Estates and Trusts	524	1	27	1	49	78	23	2
	9 Probate-Protective Proceedings	641	0	5	0	10	15	5	1
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	0	42	1	70	113	27	35
	11 Juvenile-Dependency	1,200	0	16	2	54	72	67	76
	12 Juvenile-Termination of Parental Rights	234	0	2	2	46	50	8	24
	13 Felony	778	60	202	15	446	723	163	222
	14 Misdemeanor	364	15	669	43	364	1,091	322	425
	15 Violation	44	56	2,803	46	3,339	6,244	261	118
	16 Procedural Matters	346	5	6	2	19	32	25	44
	17 Document Recording	99	8	55	3	95	151	56	112
	18 Municipal Parking	10	0	0	0	0	0	0	0
	19	Total Filings	229	4,582	160	5,735	10,706	1,331	1,914
20	Core Workload (Case Weights x Filings)	89,905	772,333	49,508	1,080,992	1,992,738	538,270	851,656	
21	Average Annual Availability per FTE	95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)	0.94	8.05	0.52	11.27	20.78	5.61	8.88	
23	FTE (Permanent Positions as of 10/1/15)**	1.00	11.00	1.00	11.00	24.00	6.41	12.00	
FTE Supply	24	EE Value Attributed to Travel (-)	0.14	0.22	0.00	0.06	0.42	0.26	0.25
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)	0.05	0.55	0.05	0.55	1.20	0.32	0.60
	26	Specialty Court Functions (-)		0.42		0.84			0.56
	27	Pretrial Release Officer Functions (-)					0.00		
	28	Law Clerk Functions (-)					0.00		
	29	Indigent Defense Verification Functions (-)					0.00	0.25	0.12
	30	Referee POSITIONS (in Line 23) (-)					0.00		
	31	Trial Court Administrator POSITION (-)			1.00		1.00	1.00	1.00
	32	Total FTE Supply Available	0.81	8.81	0.95	9.55	20.12	4.58	9.47
	Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand						
34		Total FTE Supply Available (from Line 32)	0.81	8.81	0.95	9.55	20.12	4.58	9.47
35		Minimum Core Workload FTE Demand (-) (from Line 22)	0.94	8.05	0.52	11.27	20.78	5.61	8.88
36		Difference (FTE Supply Available Minus Minimum Core Workload Demand)***	-0.13	0.76	0.43	-1.72	-0.66	-1.03	0.59
37		Difference as Percentage of Permanent Position FTE***	-13.00%	6.91%	43.00%	-15.64%	-2.75%	-16.07%	4.92%

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***Negative numbers on Lines 36 and 37 indicate need for additional staff resources.

SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Union	Wallowa	District 10 Total	Deschutes	Polk*	Klamath	Josephine*	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	236	59	295	2,105	720	835	1,072	
	2 Post-Conviction Relief	1,540	0	0	0	0	3	4	5	
	3 FED	130	90	8	98	637	373	640	381	
	4 Small Claims	85	225	48	273	2,149	739	1,393	2,088	
	5 Civil and Dom Rel Protective Orders	152	38	20	58	663	196	462	577	
	6 Dom Rel-General	686	162	50	232	1,207	493	462	573	
	7 Civil Commitment	88	22	3	25	351	50	68	328	
	8 Probate-Estates and Trusts	524	33	13	45	160	67	76	122	
	9 Probate-Protective Proceedings	641	29	4	33	106	39	68	88	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	34	10	44	155	70	133	72	
	11 Juvenile-Dependency	1,200	55	1	56	120	79	266	181	
	12 Juvenile-Termination of Parental Rights	234	5	0	5	13	19	67	40	
	13 Felony	778	250	35	285	1,763	509	1,009	827	
	14 Misdemeanor	364	531	76	607	2,735	604	1,531	1,083	
	15 Violation	44	2,938	256	3,194	6,190	2,311	4,559	4,803	
	16 Procedural Matters	346	12	0	12	176	114	110	152	
	17 Document Recording	99	58	43	101	325	322	311	353	
	18 Municipal Parking	10	0	0	0	0	0	0	0	
	19	Total Filings		4,738	626	5,364	18,855	6,708	12,016	12,745
20	Core Workload (Case Weights x Filings)		887,192	147,441	1,034,633	4,971,209	1,692,002	2,966,167	2,794,213	
21	Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22	Minimum Core Workload FTE Demand (at 100% position fill rate)		9.25	1.54	10.79	51.84	17.64	30.96	29.14	
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	13.50	3.00	16.50	48.56	21.00	33.00	34.00	
	24	EE Value Attributed to Travel (-)		0.16	0.20	0.36	0.80	0.31	0.05	0.13
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		0.68	0.15	0.83	2.43	1.05	1.65	1.70
	26	Specialty Court Functions (-)		0.56	0.14	0.70	1.41	0.20	1.27	1.43
	27	Pretrial Release Officer Functions (-)		0.50		0.50	1.00			0.68
	28	Law Clerk Functions (-)				0.00			1.00	
	29	Indigent Defense Verification Functions (-)		0.25	0.08	0.33	1.00	0.12	0.90	1.02
	30	Referee POSITIONS in Line 231 (-)				0.00				
	31	Trial Court Administrator POSITION (-)		1.00		1.00	1.00	1.00	1.00	1.00
	32	Total FTE Supply Available		10.35	2.43	12.78	40.92	18.32	27.13	28.04
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand								
	34	Total FTE Supply Available (from Line 32)		10.35	2.43	12.78	40.92	18.32	27.13	28.04
	35	Minimum Core Workload FTE Demand (-) (from Line 22)		9.25	1.54	10.79	51.84	17.64	30.96	29.14
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		1.10	0.89	1.99	-10.92	0.68	-3.83	-1.10
	37	Difference as Percentage of Permanent Position FTE***		8.15%	29.67%	12.06%	-22.49%	3.24%	-11.61%	-3.24%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Coos	Curry	District 15 Total	Douglas*	Lincoln*	Clatsop*	Columbia*	Washington
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	1,262	337	1,599	1,244	664	529	647	6,084
	2 Post-Conviction Relief	1,540	4	1	5	1	1	1	1	27
	3 FED	130	371	76	447	438	230	167	158	2,707
	4 Small Claims	85	1,820	405	2,225	2,021	787	1,190	558	6,458
	5 Civil and Dom Rel Protective Orders	152	262	112	394	655	210	227	204	864
	6 Dom Rel-General	686	420	126	546	690	265	270	344	2,705
	7 Civil Commitment	88	128	26	154	475	68	27	132	64
	8 Probate-Estates and Trusts	524	105	51	156	213	75	74	64	371
	9 Probate-Protective Proceedings	841	40	18	58	91	25	23	40	182
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	61	33	94	87	35	63	68	236
	11 Juvenile-Dependency	1,200	189	30	219	205	67	73	100	373
	12 Juvenile-Termination of Parental Rights	234	34	12	46	67	29	58	36	69
	13 Felony	778	757	238	995	1,747	540	486	314	3,095
	14 Misdemeanor	364	1,774	530	2,304	932	1,158	594	407	4,329
	15 Violation	44	6,933	1,658	8,591	1,395	2,952	5,332	2,051	1,107
	16 Procedural Matters	346	86	18	104	373	96	204	117	53
	17 Document Recording	99	303	94	397	511	214	138	156	1,150
	18 Municipal Parking	10	0	0	0	0	0	0	0	0
	19	Total Filings	14,569	3,765	18,334	11,145	7,436	9,456	5,397	29,874
	20 Core Workload (Case Weights x Filings)		2,870,286	814,902	3,685,188	3,641,202	1,715,353	1,608,076	1,308,032	9,784,252
21 Average Annual Availability per FTE		95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904	
22 Minimum Core Workload FTE Demand (at 100% position fill rate)		29.93	8.50	38.43	37.97	17.89	16.77	13.64	102.02	
23 FTE (Permanent Positions as of 10/1/15)**		28.00	9.00	37.00	39.00	23.12	21.17	16.81	94.28	
FTE Supply	24 EE Value Attributed to Travel (-)		0.26	0.10	0.36	0.01	0.16	0.11	0.01	0.21
	25 EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		1.40	0.45	1.85	1.95	1.16	1.06	0.84	4.71
	26 Specialty Court Functions (-)		0.18	0.28	0.46	1.41	0.93	0.91	1.86	4.51
	27 Pretrial Release Officer Functions (-)				0.00	0.01				1.00
	28 Law Clerk Functions (-)				0.00		0.03			0.20
	29 Indigent Defense Verification Functions (-)		0.40	0.10	0.50	0.62	0.63	0.16	0.73	2.00
	30 Referee POSITIONS (in Line 23) (-)				0.00	1.00	1.00			1.00
	31 Trial Court Administrator POSITION (-)		1.00		1.00	1.00	1.00	1.00	1.00	1.00
	32 Total FTE Supply Available		24.76	8.07	32.83	33.00	18.21	17.93	12.37	79.65
	Relative Need to Bring to Average	33 Total FTE Supply vs. Core Workload FTE Demand								
34 Total FTE Supply Available (from Line 32)			24.76	8.07	32.83	33.00	18.21	17.93	12.37	79.65
35 Minimum Core Workload FTE Demand (-) (from Line 22)			29.93	8.50	38.43	37.97	17.89	16.77	13.64	102.02
36 Difference (FTE Supply Available Minus Minimum Core Workload Demand)***			-5.17	-0.43	-5.60	-4.97	0.32	1.16	-1.27	-22.37
37 Difference as Percentage of Permanent Position FTE***			-18.46%	-4.78%	-15.14%	-12.74%	1.38%	5.48%	-7.56%	-23.73%

* Courts that participated in the 2015 Odyssey Staff Time Study are marked with an asterisk (*).
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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Benton*	Crook*	Jefferson*	District 22 Total	Linn*	Grant	Harney	District 24 Total	
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	497	249	276	525	1,455	50	64	114	
	2 Post-Conviction Relief	1,540	1	1	6	7	4	0	0	0	
	3 FED	130	163	101	112	213	442	0	0	0	
	4 Small Claims	85	1,338	364	321	685	2,843	8	0	8	
	5 Civil and Dom Rel Protective Orders	152	148	117	145	262	509	26	25	51	
	6 Dom Rel-General	686	332	127	105	232	657	52	57	109	
	7 Civil Commitment	88	138	28	16	44	93	7	9	16	
	8 Probate-Estates and Trusts	524	85	21	21	42	103	0	1	1	
	9 Probate-Protective Proceedings	841	47	14	7	21	104	4	1	5	
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	39	69	60	129	178	4	4	8	
	11 Juvenile-Dependency	1,200	59	30	52	82	84	17	12	29	
	12 Juvenile-Termination of Parental Rights	224	16	12	0	12	24	0	4	4	
	13 Felony	778	509	251	247	498	1,408	54	89	143	
	14 Misdemeanor	364	1,169	426	415	841	978	102	122	224	
	15 Violation	44	1,892	1,091	2,860	3,951	1,843	47	30	77	
	16 Procedural Matters	346	95	68	67	135	174	8	11	19	
	17 Document Recording	99	145	76	68	144	515	7	72	79	
	18 Municipal Parking	10	0	0	0	0	0	0	0	0	
	19	Total Filings	6,673	3,045	4,778	7,823	11,614	386	501	887	
	20	Core Workload (Case Weights x Filings)	1,674,665	757,253	840,238	1,597,491	3,393,324	166,021	206,943	372,964	
21	Average Annual Availability per FTE	95,904	95,904	95,904	95,904	95,904	95,904	95,904	95,904		
22	Minimum Core Workload FTE Demand (at 100% position fill rate)	17.46	7.90	8.76	16.66	35.38	1.73	2.16	3.89		
FTE Supply	23	FTE (Permanent Positions as of 10/1/15)**	23.00	11.41	10.00	21.41	32.18	4.20	4.42	8.62	
	24	EE Value Attributed to Travel (-)		0.09	0.01	0.17	0.18	0.01	0.03	0.06	
	25	EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		1.15	0.57	0.50	1.07	1.61	0.21	0.43	
	26	Specialty Court Functions (-)		1.15	1.02	0.48	1.50	1.79	0.21	0.21	
	27	Pretrial Release Officer Functions (-)		0.01			0.00			0.00	
	28	Law Clerk Functions (-)					0.00	0.98		0.00	
	29	Indigent Defense Verification Functions (-)		0.60	0.04		0.04	0.01	0.06	0.12	
	30	Referee POSITIONS in Line 231 (-)					0.00			0.00	
	31	Trial Court Administrator POSITION (-)		1.00	1.00		1.00			1.00	
	32	Total FTE Supply Available		19.00	8.77	8.85	17.62	26.78	3.90	2.90	6.80
Relative Need to Bring to Average	33	Total FTE Supply vs. Core Workload FTE Demand									
	34	Total FTE Supply Available (from Line 32)		19.00	8.77	8.85	17.62	26.78	3.90	2.90	6.80
	35	Minimum Core Workload FTE Demand (-) (from Line 22)		17.46	7.90	8.76	16.66	35.38	1.73	2.16	3.89
	36	Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		1.54	0.87	0.09	0.96	-8.60	2.17	0.74	2.91
	37	Difference as Percentage of Permanent Position FTE***		6.70%	7.62%	0.90%	4.48%	-26.72%	51.67%	16.74%	33.76%

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SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Oregon Circuit Court Staff Workload Assessment Model with Dependency 'Best Practice' Case Weight (Calendar Year 2015 Filings)		Weight (Minutes)	Yamhill*	Lake*	Tillamook*	State
Minimal Staffing Level Needed for Core Workload	1 Civil-General	284	1,097	80	314	49,732
	2 Post-Conviction Relief	1,540	1	3	0	358
	3 FED	130	296	25	20	19,482
	4 Small Claims	85	1,864	103	0	67,932
	5 Civil and Dom Rel Protective Orders	152	308	44	125	14,710
	6 Dom Rel-General	686	541	49	155	23,522
	7 Civil Commitment	88	97	11	49	8,512
	8 Probate-Estates and Trusts	524	101	20	50	4,850
	9 Probate-Protective Proceedings	841	49	2	21	2,061
	10 Juvenile-Delinquency (Felony and Misdemeanor)	617	133	8	59	3,563
	11 Juvenile-Dependency	1,200	42	26	23	4,749
	12 Juvenile-Termination of Parental Rights	234	16	2	13	1,461
	13 Felony	778	677	177	271	31,720
	14 Misdemeanor	364	848	167	596	47,575
	15 Violation	44	4,191	495	76	206,887
	16 Procedural Matters	346	159	7	83	5,556
	17 Document Recording	39	265	39	127	13,079
	18 Municipal Parking	10	0	0	0	268,731
	19	Total Filings	10,687	1,250	1,952	774,480
	20 Core Workload (Case Weights x Filings)		2,268,115	356,338	804,741	111,619,897
	21 Average Annual Availability per FTE		95,904	95,904	95,904	95,904
	22 Minimum Core Workload FTE Demand (at 100% position fill rate)		23.65	3.74	8.39	1163.87
FTEs Supply	23 FTE (Permanent Positions as of 10/1/15)**		29.58	4.60	11.00	1243.31
	24 EE Value Attributed to Travel (-)		0.08	0.20	0.01	7.49
	25 EE Value Attributed to Natural Vacancy Time Loss (5% Rate) (-)		1.48	0.23	0.55	62.17
	26 Specialty Court Functions (-)		1.45	0.03		54.23
	27 Pretrial Release Officer Functions (-)		0.39			10.22
	28 Law Clerk Functions (-)			0.02		14.32
	29 Indigent Defense Verification Functions (-)		0.35	0.06	0.20	15.60
	30 Referee POSITIONS (in Line 23) (-)					20.81
	31 Trial Court Administrator POSITION (-)		1.00		1.00	26.00
	32 Total FTE Supply Available		24.83	4.06	9.24	1032.47
Relative Need to Bring to Average	33 Total FTE Supply vs. Core Workload FTE Demand					
	34 Total FTE Supply Available (from Line 32)		24.83	4.06	9.24	1032.47
	35 Minimum Core Workload FTE Demand (-) (from Line 22)		23.65	3.74	8.39	1163.87
	36 Difference (FTE Supply Available Minus Minimum Core Workload Demand)***		1.18	0.32	0.85	-131.40
	37 Difference as Percentage of Permanent Position FTE***		3.99%	6.95%	7.73%	-10.57%

Courts that participated in the 2015 Odyssey Staff Time Study are marked with an asterisk ()

**Deductions for specific functions may include work performed by county-funded or other-funded positions not included in "Permanent Positions."

***Negative numbers on Lines 36 and 37 indicate need for additional staff resources.

SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Appendix G: Proportional Distribution of Staff within Courts

The SNAC requested information to assist TCAs with allocating their courts' staff resources across broad case categories. To simplify the analysis, the 18 study case categories and related minutes are grouped into seven broader resource allocation categories. Table G1 shows the resource allocation categories and the study case categories included in each.

Table G1: Case Categories for Proportional Distribution of Staff within Courts

Resource Allocation Category	Workload Study Case Categories
Civil	Civil - General Post-Conviction Relief FED Small Claims Procedural Matters Document Recording
Domestic Relations / Protective Orders	Domestic Relations - General Civil / Dom Rel. Protective Orders
Probate / Civil Commitment	Civil Commitment Probate - Estates and Trusts Probate - Protective Proceedings
Juvenile	Juvenile - Felony / Misdemeanor Juvenile - Dependency Juvenile - TPR
Felony / Misdemeanor	Felony Misdemeanor
Violation	Violation
Parking	Municipal Parking (Multnomah Only)

The minutes needed for all the cases within a resource allocation category (e.g., Civil) were added together and then divided by the districts' total workload to determine that allocation category's share of the court's staff case processing workload.

The percentage of the workload in each broad category was then multiplied by the court's total FTE supply available (line 32 in Appendix E) to distribute available staff resources proportionately to the courts workload in each resource allocation category.

Table G2 below shows the results.

SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Table G2: Proportional Distribution of Staff within Courts

Court	Civil	Domestic Relations / Protective Orders	Probate / Civil Commitment	Juvenile	Felony / Misdemeanor	Violation	Parking	Available Staff FTE**
Baker	0.53	0.59	0.14	0.53	2.08	0.10	0.00	4.58
Benton*	3.69	2.84	1.09	1.10	9.33	0.95	0.00	19.00
Clackamas	20.10	14.96	5.60	4.06	29.61	0.24	0.00	74.48
Clatsop*	4.01	2.45	0.68	1.55	6.63	2.62	0.00	17.93
Columbia*	2.93	2.53	0.75	1.59	3.72	0.85	0.00	12.37
Coos	5.42	2.86	0.86	2.32	10.67	2.64	0.00	24.76
Crook*	1.71	1.22	0.29	0.94	4.06	0.56	0.00	8.77
Curry	1.56	1.03	0.44	0.58	3.75	0.72	0.00	8.07
Deschutes	7.88	7.65	1.68	1.96	19.50	2.24	0.00	40.92
Douglas*	6.93	5.20	2.09	2.82	15.41	0.56	0.00	33.00
Gilliam / Wheeler	0.12	0.19	0.01	0.00	0.47	0.02	0.00	0.81
Grant	0.43	0.93	0.09	0.53	1.86	0.05	0.00	3.90
Harney	0.41	0.60	0.03	0.25	1.59	0.02	0.00	2.90
Hood River	1.16	0.94	0.22	0.52	4.57	1.41	0.00	8.81
Jackson*	14.39	7.68	3.32	5.81	25.80	1.55	0.00	58.76
Jefferson*	1.68	0.99	0.19	1.04	3.62	1.33	0.00	8.85
Josephine*	6.30	4.83	1.68	2.68	10.43	2.12	0.00	28.04
Klamath	4.70	3.57	0.94	3.79	12.29	1.84	0.00	27.13
Lake*	0.52	0.46	0.15	0.44	2.25	0.25	0.00	4.06
Lane*	23.92	18.37	3.04	9.67	22.30	3.53	0.00	60.82
Lincoln*	3.63	2.42	0.70	1.14	8.94	1.38	0.00	18.21
Linn*	6.55	5.25	1.15	1.69	11.46	0.64	0.00	26.78
Malheur	3.01	1.42	0.04	1.30	3.65	0.06	0.00	9.47
Marion*	21.94	14.51	3.05	6.80	29.13	2.91	0.00	78.65
Morrow	0.64	0.63	0.15	0.06	1.34	0.01	0.00	2.63
Multnomah*	53.02	31.98	11.07	9.80	70.74	47.00	24.45	248.07
Polk*	4.25	3.99	0.78	1.52	6.68	1.10	0.00	18.32

SPECIAL REPORTS

Oregon Circuit Court Staff Workload Assessment Study, 2016

Court	Civil	Domestic Relations / Protective Orders	Probate / Civil Commitment	Juvenile	Felony / Misdemeanor	Violation	Parking	Available Staff FTE**
Sherman	0.11	0.20	0.01	0.07	0.52	0.04	0.00	0.95
Tillamook*	1.53	1.44	0.55	0.76	4.91	0.04	0.00	9.24
Umatilla	5.74	3.99	0.59	1.51	10.34	3.02	0.00	25.18
Union	1.26	1.53	0.51	1.02	4.53	1.51	0.00	10.35
Wallowa	0.43	0.62	0.17	0.12	0.90	0.19	0.00	2.43
Wasco	1.44	1.21	0.32	1.04	4.24	1.30	0.00	9.55
Washington	22.63	16.19	2.66	4.90	32.46	0.40	0.00	79.65
Yamhill*	6.48	4.56	1.12	1.46	9.15	2.02	0.00	24.83
Statewide Total**	241.23	170.53	46.43	75.70	366.94	85.20	24.45	1032.47
Percent of Statewide Total**	23.4%	16.5%	4.5%	7.3%	37.7%	8.3%	2.4%	100%

*Court participated in the workload study.
 **Category amounts may not sum precisely to the number in the total column and row due to rounding.

SPECIAL REPORTS

Letter to Emergency Board, Chief Justice Report on Potential Courthouse Replacement Funding Requests (October 2016)



OREGON JUDICIAL DEPARTMENT
Office of the State Court Administrator

October 31, 2016
(SENT BY EMAIL)

The Honorable Senator Peter Courtney, Co-Chair
The Honorable Representative Tina Kotek, Co-Chair
State Emergency Board
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

Re: Chief Justice Report on Potential Courthouse Replacement Funding Requests
(2016 SB 5701)

Dear Co-Chairpersons:

Nature of Request

The Oregon Judicial Department (OJD) requests that you acknowledge receipt of this report on courthouse replacement projects for which the Chief Justice might seek state funding support between 2019 and 2031, in response to a budget note attached to 2016 Senate Bill 5701. That budget note read:

"The Chief Justice or his designee is requested to present a report to the Emergency Board, no later than December 2016, with a priority ranking and the projected costs of courthouse capital construction projects for which he may, within the next twelve years, request state funding support from the Oregon Courthouse Capital Construction and Improvement Fund. The report shall include recommendations for stabilizing biennial funding request amounts over the ten-year period beginning in the 2019-21 biennium."

This report identifies projects already approved for funding by the Legislative Assembly, projects for which Chief Justice Balmer is requesting funding in 2017-19, and projects for which the Chief Justice *might* request funding in the 2019-2029 biennia.

Background on State Support for Courthouse Capital Construction

Oregon counties are responsible for providing "suitable and sufficient" facilities for Oregon circuit courts. ORS 1.185. Providing facilities was one of the responsibilities left with the counties when the State created a unified state court system in 1981 and assumed the costs of court staff and indigent defense. The State assumed these costs to provide consistent levels of

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justice throughout the state and allow the staff that worked with the state judges to be accountable to a state authority.

In 2006, a report by the Oregon State Bar highlighted the deteriorating condition of Oregon's courthouses and called on the legislature to establish a State Court Facilities Commission. The legislature responded in 2007, passing House Bill 2331, which created an Interim Committee on Court Facilities. That body established state standards for reasonable and sufficient court facilities and commissioned an assessment of all 48 court facilities in Oregon to determine whether they currently met those standards.

That 2008 facility assessment has been used to guide state investments in courthouse facilities, and also made several observations that remain relevant today:

- Overall, security seemed weak. Many corridors are shared by judges, staff, defendants, witnesses, and other litigants.
- The condition of court facilities generally was "poor."
- Many counties are working very hard to maintain court facilities, but the relationship between the counties and the state is "completely dependent" on the personalities involved, which appeared to predict how well a facility was working.
- The quality of the facility seems to "correlate directly" with the presiding judge or trial court administrator communication of facility issues.
- Courthouses are seen as significant landmarks and sources of community pride, and that necessary security might detract from open and accessible court facilities.

In 2011, as part of its changing the structure of court filing fees and court-imposed financial obligations for offenses, the Legislative Assembly authorized funds from the Criminal Fines Account to assist counties in making capital improvements to court facilities. These funds are administered through the Oregon Judicial Department, and have funded a variety of life/safety and critical maintenance and improvement projects in courthouses throughout the state.

In 2013, the legislature authorized use of Article XI-Q bonds to provide State matching funds to assist counties in replacing unsafe courthouses. Counties may receive up to a 50 percent match of the costs to provide circuit court facilities, if the new courthouse also provides space to co-locate a state agency. The State match is limited to 25 percent without co-location. The State match may be applied to the cost of the co-located agency space, but does not apply to any county-supported offices located in the new courthouse.

In order to receive State funds, the project must be approved by the Chief Justice and the Department of Administrative Services (DAS), as well as have legislative authority to issue the bonds. Proceeds from the State bonds are deposited in the Oregon Courthouse Construction Capital Improvement Fund (OCCCIF, also created in 2013), and are used to reimburse counties for eligible expenses. County matching funds also are temporarily deposited in the OCCCIF, to verify that counties have their matching funds and to dedicate those funds to the courthouse project. OJD requests expenditure limitation authority to disburse both the State bond proceeds and the county matching funds from the OCCCIF.

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Once the facility is completed, statutes authorize DAS to negotiate a lease on behalf of OJD that establishes a full leasehold interest in the court portion of the facility and to give the State exclusive right of control over that space for a term that is at least equal to the term of the State bonds. This meets the constitutional requirement to use Article XI-Q bonds for facilities "owned or operated" by the State.

Beginning in 2013, the Assembly has approved State bond funding to replace the seismically-dangerous Multnomah County Courthouse in downtown Portland, and in subsequent biennia authorized State bond funding to replace unsafe courthouses in Jefferson, Tillamook, and Lane Counties. The State also has provided matching funds from the Criminal Fines Account for a new courthouse in Union County.

The new courthouses in Union and Jefferson Counties opened in 2016. Multnomah County held a groundbreaking ceremony for its new courthouse in early October 2016, and is projected to be ready for occupancy in 2020, subject to approval in 2017-19 of State matching funds for construction. The Tillamook and Lane projects are in planning stages.

The requests for funding and reports on the results of these replacement projects, as well as courthouse improvement projects funded separately, are submitted as part of the Chief Justice's Recommended Budget each biennium and fulfill the requirement in ORS 1.176 that the Chief Justice develop a biennial plan for capital improvements to county courthouses.

Project Review and Selection

Beginning in 2014, Chief Justice Balmer has asked the Association of Oregon Counties (AOC) to solicit from counties requests for courthouse improvement and replacement projects, review those requests, and provide prioritized recommendations to him regarding which projects to fund. As a result, the AOC has recommended projects for the Chief Justice's 2015-17 and 2017-19 budget requests, as well as in response to this budget note.

That approach has identified needed improvements to courthouses across the state and instances where state-funded projects might synchronize or conflict with planned county projects, as well as developed consensus among Oregon counties on funding priorities. The review process utilizes the 2007 interim committee standards and 2008 facility assessment.

AOC appoints a Court Facilities Task Force to solicit and review proposals. The group has adopted criteria for its review which includes the condition of the courthouse, urgency of the need, the county's readiness to proceed, and likelihood of successful completion.

To assist OJD in responding to this budget note, the task force surveyed all 36 counties, asking which counties might seek State funding to replace unsafe courthouses during the next 12 years. A total of 32 counties responded. Thirteen counties responded they would be interested in State support during that time period. An additional four counties (Jefferson, Multnomah, Tillamook, and Union) either have completed courthouse replacement projects or have projects

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underway that will not continue into the budget note time period). The remaining 19 counties either did not reply or said they did not expect to request State support (Baker, Clatsop, Curry, Gilliam, Grant, Hamey, Klamath, Lake, Malheur, Marion, Morrow, Polk, Sherman, Umatilla, Wallowa, Wasco, Washington, Wheeler, and Yamhill Counties).

Of the 13 counties interested in obtaining State support, the Chief Justice's Recommended Budget for 2017-19 will request funding for two projects (Clackamas and Hood River). Two other projects would require a law change to be eligible for State support (Deschutes and Jackson).

Prioritized Projects in Response to SB 5701 Budget Note

The budget note first requests a list of courthouse replacement projects, prioritized and with projected costs, for which the Chief Justice might request funding in the 2019-21 through 2027-29 biennia. Because these projects often are funded in multiple biennia, this list includes projects that already have been legislatively-approved for planning funds as well as projects for which the Chief Justice is requesting funding in 2017-19 that will continue into 2019-21.

The projects are summarized and listed in priority order below. The attachment to this report provides a summary view of the priorities, costs, and timelines of these projects.

Priority #1: Complete Currently Authorized Projects:

Multnomah County. Beginning in the 2013-15 biennium, the legislature has approved \$32 million in State funding for planning, land acquisition, and design for a new downtown courthouse. The courthouse, built in 1909 from hollow, unreinforced masonry blocks, is seismically unsafe and has many security and safety deficiencies resulting from its space limitations and design. The Chief Justice will request \$93 million as the final request for construction funding in his 2017-19 Recommended Budget, along with a separate request for state-funded furnishings. The condition of this courthouse was ranked 38th out of the 48 state court facilities in the 2008 facility assessment.

Tillamook County. The legislature authorized \$7.875 million in State bond funding in 2015 to replace the current courthouse, which was built in 1932 and ranked 45th (fourth-worst) in the 2008 facility assessment. Its foundation walls were built from unreinforced masonry and the size of the current second courtroom lacks sufficient space to provide reasonable security for victims, jurors, and witnesses. OJD and the county intend to appear before the December 2016 Emergency Board to provide updated plans and request limitation authority to sell the State bonds in May 2017. No additional State bond funding is contemplated for this project.

Lane County. The legislature in 2016 authorized \$1.4 million in State matching funds for planning. The county has not requested State funds in 2017-19, but will be requesting construction funding in 2019-21 (estimated at approximately \$50 million). This facility ranked 26th in the 2008 assessment, but a seismic report not available for that evaluation shows additional evidence of seismic instability.

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Priority #2): Fund Chief Justice Requests for 2017-19:

Hood River County. This facility, built in 1954, ranked 46th (third-worst) in the 2008 assessment. In addition to being seismically vulnerable, its outdated design and space utilization creates security issues for judges, staff, victims, witnesses, and the public. Details regarding the site and co-located state agency are being worked on by the county, and will be presented to the legislature during the 2017-19 budget process. Hood River County was approved in the AOC process as a priority in 2015-17, but later withdrew its funding request in order to more fully develop its planning efforts. The Chief Justice intends to request \$4.4 million in Article XI-Q bonds in the 2017-19 biennium for full funding of the State match for this project.

Clackamas County. This facility was ranked 23rd in the 2008 assessment, but two seismic studies conducted in 2015 showed the building would experience significant damage in a 'design-level' earthquake and that subsurface conditions are susceptible to liquefaction (where the stress applied to the soil during an earthquake or other sudden change would cause the soil to behave like a liquid). The original facility was built in 1936 with one courtroom and has been expanded over the years but reached its capacity for expansion some time ago. The county plans to build a new facility at its Red Soils campus, which already houses the juvenile department and service providers. The new facility would allow sufficient space for court operations, allow jurors to convene in the courthouse instead of in a separate building, and consolidate district attorney offices into one building. The Chief Justice intends to request \$1.25 million in State match for planning in 2017-19, and the county anticipates requests for State matching funds for construction of \$28.8 million in 2019-21 and \$48.2 million in 2021-23.

Priority #3): Potential Requests in 2017-29 Under Current Law

In addition to the construction request for the Lane County project in 2019-21 and, if approved, for Clackamas County in 2019-21 and 2021-23, the Chief Justice provides the following list of projects for which he might request funding in the 2019-29 biennia. The list is in priority order, and includes cost estimates where available.

- 1) Benton County. The Benton County courthouse was built in 1888. The county has completed a thorough seismic evaluation of the building, which is on the National Historic Register and ranked 34th in the 2008 assessment. The county is conducting a public outreach effort, and is looking to build a replacement courthouse as part of a justice center facility on land already owned by the county in downtown Corvallis. The county intends to ask the Chief Justice to request approximately \$1 million in planning funds in the 2019-21 biennium, and an estimated \$5.7 million in construction funds in 2021-23.
- 2) Columbia County. The Columbia County courthouse consists of two buildings, the original 1905 building and an annex built in 1969. The courthouse ranked 29th in the 2008 assessment, and did not meet state standards for seismic safety, fire alarms and fire sprinkler systems, or security. The county recently conducted a basic seismic

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assessment that identifies seismic and structural defects that would threaten safety in a major seismic event. The county intends to build a 34,000 square-foot courthouse adjacent to its Justice Center (which includes the jail). Columbia County anticipates requesting \$9.16 million in State matching funds in the 2023-25 biennium.

- 3) Linn County. The Linn County courthouse was built in 1940 and expanded in 1967, before Oregon had a statewide building code. As with many other courthouse facilities, its age and design contribute to significant seismic issues as well as space limitations and security concerns. The 2008 assessment found the building needed "excessive" upgrades for seismic safety and defendant custody, as well as significant upgrades to security systems. The county has purchased land to build a public safety campus, of which the courthouse would be a part. Linn County anticipates a one-time request of \$13.4 million in State matching funds in the 2019-21 biennium. The Linn County courthouse was ranked 13th in the 2008 study.
- 4) Lincoln County. The Lincoln County courthouse was built in 1954 and expanded in 1964. It ranked #20 in the 2008 assessment, which noted that a recent seismic survey was not available for that report. The assessment found the courthouse needed upgrades in fire alarms and sprinkler systems, security systems, and a 'modest' seismic upgrade. The county's seismic survey (not considered by the assessment) reported that the construction used low-strength concrete, that federal seismic hazard mapping expects "very large" ground motions at the site, and that the building contained several key deficiencies in the building's structural systems. No cost estimate was provided, but the county intends to request State matching funds in the 2021-23 biennium after it completes other local capital projects.

The final four counties did not provide specific information or requests relating to potential courthouse replacements, but expressed intent to apply for State funding during the budget note period.

- 5) Crook County. This building was ranked #40 in the 2008 assessment, which noted "excessive" upgrades needed in seismic safety and in-custody defendant areas and "significant" upgrades needed in security systems. The county hopes to replace the existing 1909 courthouse with a multi-purpose, multi-agency justice center. No cost estimates or timeline was provided.
- 6) Douglas County. The Douglas County courthouse was built in 1974 and ranked #10 in the 2008 assessment, with "significant" upgrades needed in security systems and "moderate" seismic upgrades needed. The county will be conducting a seismic review in the near future. The county did not provide a cost estimate, but said the earliest it might seek State funding is the 2023-25 biennium.
- 7) Coos County. The Coos County courthouse was originally built in the 1920s, with four subsequent additions ending in 1958. It ranked #33 in the 2008 assessment, which showed needs for upgrades in fire alarm and sprinkler systems and security systems.

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No cost estimates or timeline was provided. Given the lack of information provided, OJD assumes the earliest the county would request state funds is the 2023-25 biennium.

- 8) Josephine County. The Josephine County courthouse was originally built in 1915 and expanded in 1974. It ranked #30 in the 2008 assessment, and needed significant improvements in fire alarm and sprinkler systems and seismic safety in order to meet state standards. No cost estimates or timeline was provided. Given the lack of information provided, OJD assumes the earliest the county would request state funds is the 2023-25 biennium.

Priority #4) Potential Requests in 2017-29 if Law Allows Bond Funding for Expansions

Current law generally authorizes State bond funds to be used to replace unsafe courthouses. Two counties – Deschutes and Jackson – would seek State funding assistance for significant expansions of their courthouses if the law is changed to allow them to do so. Both counties anticipate needing expansions to house additional judicial positions authorized by the legislature.

Deschutes County would request assistance in funding an expansion of its courthouse to provide space for two additional judges and their support staff. The estimated cost is \$9-11 million. Depending on the actual cost of the project and the level of State match provided (25% or 50%), the State contribution is estimated to be \$2.3 - \$5.5 million. The Chief Justice is requesting one new judicial position for Deschutes County in his 2017-19 Recommended Budget.

Similarly, Jackson County would request assistance to expand its courthouse if additional judges are approved. The county has preliminary plans to add two or three additional courtrooms and support space, at a current cost of \$14.8 million. Again, depending on the level of State match, the State contribution would be \$3.7 - \$7.4 million. The Chief Justice is requesting one new judicial position for Jackson County in his 2017-19 Recommended Budget.

The Chief Justice would support a law change to make these expansion projects eligible for State support, but as a secondary priority to replacement projects.

Recommendations to Stabilize Funding Requests

The final request in the budget note was for the Chief Justice to provide recommendations on how to stabilize courthouse replacement funding requests during the specified time period. The level of requests in a biennium is a function of the number of replacement projects and the size of those projects. That, in turn, depends largely on a county's willingness and ability to manage a courthouse replacement project and fund its share of the costs. In the end analysis, both the State and the county need to be in a position to provide funding and project management to successfully manage these projects. These recommendations can be viewed individually or collectively, so are not presented in any priority order.

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1. Discuss with the Chief Justice legislative target amounts. The legislature has not engaged in a discussion or provided guidance to the Chief Justice regarding what it would like to achieve or avoid in this process. We hope that this report encourages that discussion.
2. Provide Statutory Authority for the Chief Justice to adopt formal criteria and process to review and evaluate courthouse funding requests. Providing this authority would allow the Judicial Department to develop formal criteria that prospective replacement projects must meet. OJD would review both the 2007 interim committee criteria, review criteria from the AOC task force, and its own work.
3. Re-visit assigning OJD as the project managing entity and/or provide OJD with additional resource to evaluate projects. OJD is designated by statute as the "project agency" for purposes of courthouse replacement construction, meaning OJD has the legal responsibilities for project administration. However, OJD does not have staff with experience in evaluating construction project requests or in construction project management, or construction law attorneys. Because of this, OJD is not fully equipped to evaluate requests from counties for State bond assistance, or conduct the expected monitoring and oversight functions or legal work (such as drafting financing agreements, etc.) involved in project administration. OJD currently contracts with DAS to provide project monitoring, and with the Department of Justice for legal assistance. This process could be more efficient and effective if either DAS was given more responsibility and/or OJD was given additional resources for these duties.
4. Provide phased funding for replacement projects. Currently, the legislature authorizes one sale of bonds for courthouse replacement projects per biennium, typically at the end of the biennium. Authorizing bond sales more than once per biennium would assist counties in managing the cash flow of these projects, and not require them to be able to provide essentially two years of project funding before any reimbursement from the state is available.
5. Extend the time period during which counties may expend matching funds. Capital projects require study, design, and other planning work before an accurate budget (and accompanying funding request) can be provided. The legislature can choose to assist with these expenditures, or it could establish an expectation that a certain level of planning work be done before it entertains requests for State funding support. If the latter, the legislature could allow counties to put their funds supporting those early expenditures through the OCCIF, so they could be identified and recorded. OJD can work with DAS to develop a process in which the state would provide an "intent to reimburse" letter that would allow early recognition of county expenditures. OJD and DAS would need to work with state bond counsel to identify any conditions that must be satisfied for this recommendation to take effect.
6. Establish a 'stagegate' approach to project funding. Counties have requested State support for replacement projects at various stages in their planning process. Jefferson County, for example, had completed its siting and design work before requesting legislative funding. Tillamook County was just beginning its planning process when it requested funding. Multnomah County had completed multiple studies over a long period of time, but did not have a site or design when it requested State funding. The legislature can promote a more consistent and orderly funding request process if

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counties have clear expectations on what work product must be underway or completed at various stages of the project in order to receive initial or subsequent State funding. If the legislature is interested in this approach, OJD can provide specific recommendations for its 2017-19 budget deliberations.

Action Requested

The Oregon Judicial Department requests acknowledgment of this report as requested in the budget note attached to 2016 Senate Bill 5701 (Chapter 082, 2016 Laws).

Legislation Affected

None.

Sincerely,



Kingsley W. Click
State Court Administrator

KC:PL:ma/16eKC020ma

Attachment:

ec: Chief Justice Thomas A. Balmer
David Moon, Director, Business and Fiscal Services Division, OJD
John Fagan, Budget Manager, OJD
Phil Lemman, Legislative Communication Manager, OJD
Ken Rocco, Legislative Fiscal Officer, LFO
Steve Bender, Principal Legislative Analyst, LFO
George Naughton, Chief Financial Officer, CFO
Michelle Lisper, Policy and Budget Analyst, CFO-BAM

SPECIAL REPORTS

Chief Justice Priorities for OCCIF Projects, 2017-2029

1) LEGISLATIVELY-APPROVED PROJECTS

County	Summary	Estimated State Bond Requests (in millions)					
		2017-19	2019-21	2021-23	2023-25	2025-27	2027-29
Union	Completed. Funded in 2013 (CFA funds). Opened March 2016.	-	-	-	-	-	-
Jefferson	Completed. Funded in 2014-15, opened September 2016.	-	-	-	-	-	-
Multnomah	Funded in 2013 and 2015. Requests for furnishings, final construction funds in 2017-19.	101.9	-	-	-	-	-
Tillamook	Approved in 2015. Will request bond sale authority in December 2016. No request beyond 2015-17.	-	-	-	-	-	-
Lane	Approved planning funds in 2016. No request in 2017-19. Construction request in 2019-21 (estimated).	-	50	-	-	-	-

2) REQUESTED PROJECTS, 2017-19		2017-19	2019-21	2021-23	2023-25	2025-27	2027-29
Hood River	One-time request, planning and construction.	4.4	-	-	-	-	-
Clackamas	Planning funds requested for 2017-19. Construction requests in 2019-21, 2021-23 (amounts estimated).	1.2	28.8	48.2	-	-	-

3) POTENTIAL REQUESTS, 2019-31 (in priority order)		2017-19	2019-21	2021-23	2023-25	2025-27	2027-29
Benton	Seismically unsound courthouse built in 1888.	-	1	5.7	-	-	-
Columbia	1905 courthouse has seismic, fire safety, security issues.	-	-	-	9.16	-	-
Linn	1940 courthouse has seismic, in-custody areas, security issues.	-	13.4	-	-	-	-
Lincoln*	1954 courthouse has seismic, fire system, security issues.	-	-	TBD	-	-	-
Crook*	1909 courthouse has seismic, in-custody areas, security issues.	-	-	-	?	?	?
Douglas*	1974 courthouse has seismic and security issues.	-	-	-	?	?	?
Coos*	1920 courthouse has fire system and security issues.	-	-	-	?	?	?
Josephine*	1915 courthouse has seismic and fire system issues.	-	-	-	?	?	?
Totals		107.5	93.2	53.9	9.16	?	?

#4) POTENTIAL REQUESTS, 2019-31, WITH LAW CHANGE		2017-19	2019-21	2021-23	2023-25	2025-27	2027-29
Deschutes	Expand courthouse if new judge(s) authorized. Est. \$2.3 - \$5.5M	?	?	?	?	?	?
Jackson	Expand courthouse if new judge(s) authorized. Est. \$3.7 - \$7.4M	?	?	?	?	?	?

Request amounts in 2019-2029 are estimates.

* No specific information about cost and/or timeline provided.

31-Oct-16