

**Oregon Judicial Department
Supplemental Information
Joint Committee on Public Safety
HB 5012**

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Strategic Campaign 2020-2021

Commitment 1

We will join with community partners to improve services and outcomes for people who are underserved, vulnerable, or marginalized; and we will develop effective, supportive, and creative solutions to respond to their legal needs.

Initiatives

- 1.1 We will participate in statewide efforts to examine how to best meet the needs of Oregonians with **mental and behavioral health challenges** and develop best practices for courts to use in cases where those challenges must be addressed.
- 1.2 We will continue to examine the impacts of **finances and fees**, develop best practices for their imposition, and take affirmative steps to ensure that they do not create unnecessary barriers or disproportionate outcomes.
- 1.3 We will seek funding to launch a **conservatorship pilot project** to audit court-ordered conservatorships and ensure that the assets of people who are unable to manage their financial affairs are protected from waste or fraud.
- 1.4 We will launch a **juvenile delinquency** improvement program.
- 1.5 We will continue efforts to expand **problem-solving courts**, such as veteran, family, and mental health treatment courts.
- 1.6 We will work with stakeholders to ensure that Oregon has an effective and consistent statewide **pretrial release** system.

Commitment 2

We will improve access to justice by eliminating barriers; continuing to simplify and streamline our processes and forms; enhancing service options; leveraging technology; improving interpreter services; and advocating for resources to keep courts open, safe, and secure.

Initiatives:

- 2.1 We will launch and participate in collaborative initiatives to better serve **self-represented litigants** throughout the state.
- 2.2 We will explore the use of **technology** to improve our communications with, and services for, all court users, including those with challenges due to limited time, location, or capacity.
- 2.3 We will launch initiatives to improve OJD's ability to recruit, retain, and engage **interpreters**, and increase multi-language services across the state.
- 2.4 We will examine, assess, and advocate for **adequate resources** to keep courts open, safe, secure, and responsive to the needs of Oregonians.



OREGON JUDICIAL BRANCH Strategic Campaign 2020-2021

Commitment 3

We will enhance the public's trust and confidence in Oregon's state government, including the judicial branch, by listening and responding to the needs of those we serve; holding ourselves to high standards; and communicating the role of our courts in providing justice for all.

Initiatives:

- 3.1. We will launch community **outreach and engagement** initiatives in all judicial districts, with the goal of listening and responding to the needs of those who rely on our courts.
- 3.2. We will expand **transparency and public education** by communicating the work of our courts.
- 3.3. We will develop data-driven **performance measures** and analyze our effectiveness.
- 3.4. We will assist the **Office of Public Defense Services** in its efforts to monitor attorney caseloads and performance.
- 3.5. We will pursue the resources necessary to ensure that our judicial branch is on **sound financial footing** for the next generation of Oregonians.

Commitment 4

We will create a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming; that embraces diversity; and where all people can thrive and are treated with respect and dignity.

Initiatives:

- 4.1. We will provide judges and staff with ongoing education and training in the areas of **diversity, equity, and inclusion**.
- 4.2. We will offer OJD-led education and training to all **court security personnel** in the areas of diversity, equity and inclusion.
- 4.3. We will launch initiatives to enhance workplace **collaboration**, peer-to-peer engagement, and wellness among staff and judges.
- 4.4. We will begin to develop a **statewide core curriculum** for OJD staff and judges that includes education and training on the role of courts in our democracy, the mission of OJD, and how to provide procedural justice, increase civility, and best serve those who use our courts.

For more information, contact Nancy J. Cozine, State Court Administrator (nancy.cozine@ojd.state.or.us) or Erin M. Pettigrew, Access to Justice Counsel (erin.m.pettigrew@ojd.state.or.us); or call 503-986-5500.

To read the full Strategic Campaign go to: <https://www.courts.oregon.gov/about/Pages/reports-measures.aspx>



OREGON JUDICIAL BRANCH Strategic Campaign 2020–2021





**Martha L. Walters, Chief Justice
Oregon Supreme Court**

On behalf of Oregon’s judicial branch, it is my pleasure to introduce our strategic campaign for 2020-2021. This campaign recognizes our constitutional obligation to provide justice for all Oregonians, makes four commitments to advance that cause, and sets out nineteen initiatives that we will undertake over the next two years. I hope that you will study the elements of this campaign with interest and enthusiasm and determine how best to contribute your time and talents.

This campaign is the work of the Oregon Judicial Department’s (OJD’s) Strategic Planning Steering Committee, with assistance from the National Center for State Courts and the State Justice Institute. The Steering Committee reviewed OJD’s past strategic plans and convened 12 focus groups to obtain the insights and experiences of the diverse individuals who make up our justice system. The first groups included presiding judges, trial court administrators, and division heads from the Office of the State Court Administrator (OSCA). Later focus groups included community leaders, legal advocates, bar leaders, law enforcement, governmental partners, and court staff. We also solicited the advice of legislators and conducted an OJD-wide survey that provided insight about how well we measure on national indicators of highly effective courts.

We compiled what we learned and presented the results at a two-day summit, where 40 volunteer participants from across OJD—including judges, trial court administrators, and central staff—identified the most pressing concerns and made recommendations to address them. The Steering Committee then adopted this plan for a focused two-year campaign. I am thankful to all those who participated in this effort, and I hope that this campaign is a faithful reflection of our justice community’s aspirations.

As you will see when you review this campaign, we face many challenges in our constant effort to provide justice for all Oregonians. It is my hope that, by undertaking specific commitments and initiatives, we can better address those challenges, increase public trust and confidence in our courts, and improve our services for all.

To that end, the Oregon Judicial Department makes these four commitments to the people of Oregon:

We will join with community partners to improve services and outcomes for people who are underserved, vulnerable, or marginalized; and we will develop effective, supportive, and creative solutions to respond to their legal needs.

We will improve access to justice by eliminating barriers; continuing to simplify and streamline our processes and forms; enhancing service options; leveraging technology; improving interpreter services; and advocating for resources to keep courts open, safe, and secure.

We will enhance the public's trust and confidence in Oregon's state government, including the judicial branch, by listening and responding to the needs of those we serve; holding ourselves to high standards; and communicating the role of our courts in providing justice for all.

We will create a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming; that embraces diversity; and where all people can thrive and are treated with respect and dignity.

On the following pages, we describe those commitments in greater detail and set out the initiatives that we plan to undertake in the coming two years.

To our readers, we thank you for your interest, and we invite your involvement and inquiries. To those of you who already have contributed to this campaign, we thank you for sharing your experiences and your ideas. To be successful in this campaign we will need your continued, concerted commitment.

To all who join us in carrying out our goals, we thank you for sharing our mission of providing fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence. It is you who ensure that we achieve that mission, and we are committed to working together for the benefit of all Oregonians.

Martha L. Walters, Chief Justice



Commitment 1

We will join with community partners to improve services and outcomes for people who are underserved, vulnerable, or marginalized; and we will develop effective, supportive, and creative solutions to respond to their legal needs.

Commitment 1 — Initiatives

- 1.1 We will participate in statewide efforts to examine how to best meet the needs of Oregonians with **mental and behavioral health challenges** and develop best practices for courts to use in cases where those challenges must be addressed.



Oregon’s court system reflects the growing, state-wide need for unique and appropriately tailored services for those who have mental or behavioral health challenges. The Chief Justice has created a Behavioral Health Advisory Committee (BHAC) to develop policies and procedures to effectively, efficiently, and humanely serve individuals with such challenges. In doing so, the BHAC will work closely with the courts, governmental partners, and other mental and behavioral health committees and stakeholders.

- 1.2 We will continue to examine the impacts of **finances and fees**, develop best practices for their imposition, and take affirmative steps to ensure that they do not create unnecessary barriers or disproportionate outcomes.

Fines are imposed as a way to hold people accountable for their actions and fees are imposed to require that people contribute financially to administrative costs. Despite those legitimate purposes, when people do not have the ability to pay fines and fees, those obligations can hinder them from taking positive steps to improve their lives and fulfill other important responsibilities. OJD will pursue legislation to enable people to successfully satisfy judgments for fines and fees, and will continue to work closely with judges, staff, and stakeholders to improve court practices in the imposition and collection of fines and fees.



- 1.3 We will seek funding to launch a **conservatorship pilot project** to audit court-ordered conservatorships and ensure that the assets of people who are unable to manage their financial affairs are protected from waste or fraud.

A conservator is a person appointed by the court to protect the interests of another person who is not capable of making independent decisions.

A conservator is responsible for managing the

person’s finances and property, and must maintain and deliver financial records to the court. OJD oversees conservators and the records that they file. OJD will seek funding for a pilot project to audit conservatorship records in selected courts to ensure that conservators have not engaged in fraud or abuse. In designing the pilot project, OJD will work closely with Oregon’s Office of the Public Guardian, local communities, social services providers, law enforcement, advocates, and stakeholders.



1.4 We will launch a **juvenile delinquency** improvement program.

Oregon law related to juvenile delinquency is changing significantly, and the field of developmental psychology reveals the need for specialized responses for those who are not yet adults. OJD will research and plan for a statewide juvenile delinquency improvement program to ensure that Oregon's judges, court staff, and stakeholders are well-positioned to manage these

changes. We will model this program after the interagency and interdisciplinary work of Oregon's Juvenile Dependency Court Improvement Program and plan to create trainings, best practices, communication models, and policies that will continue to serve Oregon's youth, victims of delinquent conduct, and all their families.



1.5 We will continue efforts to expand **problem-solving** courts, such as veteran, family, and mental health treatment courts.

Oregon's problem-solving courts are delivering results throughout the state. These evidence-based courts offer meaningful alternatives to a court's historically limited role after a conviction in a criminal case or a disposition in a civil case.

Oregon's problem-solving courts provide continuous court involvement and oversight that is focused on rehabilitation, treatment, and restorative justice solutions. While problem-solving courts require an increase in judicial involvement and the time required to resolve a case, they have been found to lower recidivism, improve participation in treatment services, reduce the use of foster care, and garner long-term savings for both state and local budgets. OJD will continue to advocate and develop support for these programs, and their ongoing success.

1.6 We will work with stakeholders to ensure that Oregon has an effective and consistent statewide **pretrial release** system.

Oregon's Public Safety Task Force (PSTF) has been studying security release, and its statutory scheme, and has identified several problems with using money as a tool to secure release. Most significantly, it decreases access and fairness in the court system. Those who are unable to pay for release are routinely sentenced to longer periods of incarceration, resulting in loss of family and livelihood. Additionally, public safety outcomes are better when release decisions are based on an assessment of community risk and the likelihood of returning to court. Use of a pretrial risk tool and improved pretrial practices can produce other benefits including reduced jail crowding, fewer failures to appear, improved public safety outcomes, and significant savings. Oregon courts must be ready to join in efforts to ensure that Oregon pretrial release is informed by data, updated to reflect best practices, and applied consistently throughout the state.



Commitment 2

We will improve access to justice by eliminating barriers; continuing to simplify and streamline our processes and forms; enhancing service options; leveraging technology; improving interpreter services; and advocating for resources to keep courts open, safe, and secure.

Commitment 2 — Initiatives



2.1 We will launch and participate in collaborative initiatives to better serve **self-represented litigants** throughout the state.

When Oregonians seek legal services, access and affordability present significant challenges across the state. In many cases, even moderate-income families struggle to find affordable representation. Consequently, in more than 80% of cases involving the dissolution of marriages, custody of children, domestic violence protective orders, and housing, at least one party is not represented by a lawyer.

These cases, and others in which parties lack representation, often have significant impacts on Oregonians and their families.

OJD is committed to making it easier for self-represented litigants to obtain legal services, access court services, understand court procedures, and advocate effectively for themselves. To deliver on that commitment, OJD will collaborate with justice system partners to improve online access, statewide forms, facilitation services, and educational resources.



2.2 We will explore the use of **technology** to improve our communications with, and services for, all court users, including those with challenges due to limited time, location, or capacity.

New technology enables courts to expand communication and engagement in innovative ways. Smart phones and internet-based services provide opportunities to connect with those who have limitations due to work, family, health, transportation, poverty, language, or other challenges. OJD will investigate, and as appropriate, begin to implement creative technology solutions, including expanded eFiling materials, video options, text reminders, and online dispute resolution (ODR) programs.



2.3 We will launch initiatives to improve OJD’s ability to recruit, retain, and engage **interpreters**, and increase multi-language services across the state.

Oregon Courts are nationally recognized for providing interpreters in more than 100 languages for in-person, telephonic, and video-based language support across our state, but customer service feedback indicates that more assistance is needed.

OJD will develop new resources to recruit language-

diverse court staff to directly serve the public in the languages used in our communities. OJD will strengthen efforts to support diverse and capable candidates for court interpreter certification, launching skill building pilot programs for interpreters and bilingual court employees who demonstrate promise but need more training to achieve certification. We will also seek opportunities for more translation of commonly used documents and forms, and will increase efforts to engage interpreters as critical stakeholders in the justice system.



2.4 We will examine, assess, and advocate for **adequate resources** to keep courts open, safe, secure, and responsive to the needs of Oregonians.

Access to justice includes being able to safely attend court proceedings and having access to court staff and services at convenient hours. Due to lasting budget cuts from the 2008-09 recession, too many courts are not able to remain open throughout normal business hours. Moreover, many also lack secure premises or security staff at a time when protection from harassment and violence is needed more than ever before.

OJD will build the foundation necessary to keep courts open, safe, secure, and responsive. To reach

that goal, OJD will examine and assess resource gaps and will continue to work with county and state officials to ensure that there is broad recognition and support for court security.



Commitment 3

We will enhance the public's trust and confidence in Oregon's state government, including the judicial branch, by listening and responding to the needs of those we serve; holding ourselves to high standards; and communicating the role of our courts in providing justice for all.

Commitment 3 — Initiatives

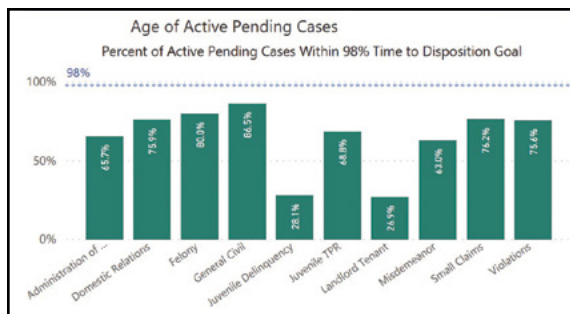
3.1 We will launch community **outreach and engagement** initiatives in all judicial districts, with the goal of listening and responding to the needs of those who rely on our courts.

Oregon courts are a critical part of the welfare of communities, and we serve those communities better when we listen and collaborate. OJD will provide tools and options for each judicial district to conduct outreach, so that we can determine whether our courts are meeting community needs and address the interests of the public and our justice system partners. Tools and options may include written, telephone, or text surveys; listening sessions; and the creation of community advisory groups.



3.2 We will expand **transparency and public education** by communicating the work of our courts.

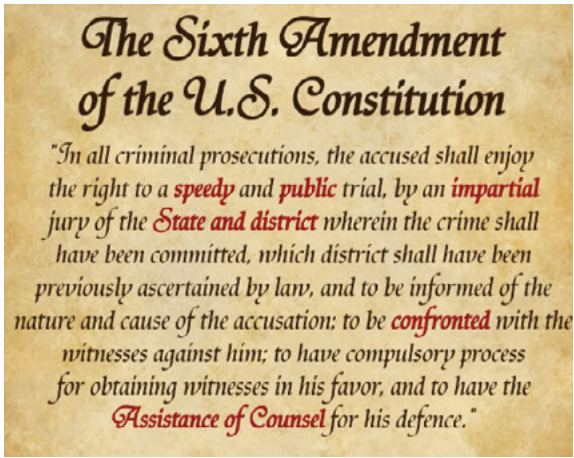
The Chief Justice has established a statewide communications committee that will provide information and devise tools that judicial districts can use to inform the public about the services that our courts provide, initiatives that our courts are undertaking, and the role that our courts play in our democracy. The Communications Committee will make that information and those tools available to each judicial district, and each will develop and implement a plan to regularly inform the public about the work of our courts.



3.3 We will develop **data-driven performance measures and analyze our effectiveness**.

Measuring and evaluating court work improves the administration of justice. OJD will continue to develop reliable data sets by documenting data entry protocols and providing training to staff to ensure that consistent data entry practices are

utilized across the state. OJD will develop expectations for judicial performance and set standards of efficiency and procedural fairness. To enable judges and staff to meet those expectations and standards, we will provide training and measure improvement.



3.4 We will assist the **Office of Public Defense Services** in its efforts to monitor attorney caseloads and performance.

OJD will support Oregon's Office of Public Defense Services (OPDS) in its mission to provide qualified individuals with quality legal representation by assisting OPDS in its efforts to adopt an effective financial case management system and improve both data collection and caseload analysis.

3.5 We will pursue the resources necessary to ensure that our judicial branch is on **sound financial footing** for the next generation of Oregonians.

OJD has benefitted greatly from recent legislative funding increases. Despite those improvements, our judicial budget remains below what is needed to effectively deliver timely court services. Judicial compensation also remains below what is needed to attract and retain qualified and experienced judges.

OJD will continue to work with stakeholders to encourage investment in our state justice system and obtain the funding necessary to provide timely and complete justice for all Oregonians. Those efforts are critical to our democracy, our system of government, and the protection of generations that will follow us.



Commitment 4

We will create a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming; that embraces diversity; and where all people can thrive and are treated with respect and dignity.

Commitment 4 — Initiatives



- 4.1 We will provide judges and staff with ongoing education and training in the areas of **diversity, equity, and inclusion**.

Diversity, equity, and inclusion in our courts begins with judges and staff. OJD will launch new training and education programs related to diversity, equity, inclusion, and cultural competency. We will provide trainings on how to engage in difficult conversations, develop leaders who demonstrate and model inclusive and equitable behaviors, and increase workforce diversity through recruitment, outreach, career development, and promotion.

We also will develop tools to improve outreach and engagement with diverse communities, so that we can better understand intersecting challenges to the fair and equitable administration of justice for all Oregonians.



- 4.2 We will offer OJD-led education and training to all **court security personnel** in the areas of diversity, equity, and inclusion.

Since the creation of the OJD Marshal's Office, the judicial branch has developed and provided training for security personnel who work in our courthouses in partnership with the Oregon State Sheriffs' Association (OSSA) and Oregon's Department of Public Safety Standards and Training (DPSST).

To ensure that our courts are accessible, welcoming, and inclusive, security officers must be prepared to appropriately respond to the unique needs and perspectives of our court users. OJD will collaborate with law enforcement and private security contractors to provide supplemental training to court security personnel that is focused on inclusivity and providing responsive services to the diverse users of our courts. This training will give security personnel additional tools necessary to appropriately and competently serve all who come to the courthouse.



4.3 We will launch initiatives to enhance **workplace collaboration**, peer-to-peer engagement, and wellness among staff and judges.

Oregon courts serve individuals across broad geographic locations, and each judicial district operates with significant independence. The geographic separation has made it difficult for peers to collaborate across the state. OJD will bring judges and staff together in new, creative ways to share skills and knowledge, and engage in collaborative problem-solving, through means such as expanded use of electronic communication tools, statewide training, education, and committee work.

OJD also will invest in tools to improve staff and judicial wellness and make those tools available to those who volunteer in the courts. We will consider tools that address vicarious trauma, mindfulness, and stress management.

4.4 We will begin to develop a **statewide core curriculum** for OJD staff and judges that includes education and training on the role of courts in our democracy, the mission of OJD, and how to provide procedural justice, increase civility, and best serve those who use our courts.

OJD must provide training to staff and judges on the technical aspects of each court's functions, but it is essential to the public's trust and confidence in government that staff and judges fulfill our mission, provide procedural fairness, and serve all community members in a way that is respectful and welcoming. OJD will begin to develop a statewide core curriculum for staff and judges focused on enhancing those efforts.

Acknowledgements

Chief Justice Martha L. Walters and State Court Administrator Nancy J. Cozine wish to express their sincere appreciation for the funding support from the State Justice Institute and the expertise provided by the National Center for State Courts. Additionally, they are eternally grateful for the valuable, thoughtful, and informative input gathered from those who facilitated and participated in focus groups, judges and staff who completed the High-Performance Court Inventory, and to the Steering Committee and Summit Leadership participants (listed below), who contributed many hours and significant thought to this project.

Hon. Wells B. Ashby, Deschutes County Circuit Court
Bryant Baehr, Enterprise Technology Services Division
Hon. Roxanne Bailin, Retired, Colorado (NCSC)
Hon. Benjamin Bloom, Jackson County Circuit Court
Amy Bonkosky, Crook & Jefferson County Circuit Courts
Hon. Paula Brownhill, Senior Judge
Hon. Suzanne Chanti, Lane County Circuit Court
Hon. Raymond Crutchley, Deschutes County Circuit Court
Tammy Dover, Yamhill County Circuit Court
Hon. Cynthia Easterday, Yamhill County Circuit Court
Hon. Andrew R. Erwin, Washington County Circuit Court
David Factor, Office of General Counsel
Cheryl Fowler, Executive Services Division
Hon. Tim Gerking, Jackson County Circuit Court
Hon. Jenefer S. Grant, Columbia County Circuit Court
Gordy Griller, National Center for State Courts (NCSC)
Jeff Hall, Deschutes County Circuit Court
Hon. Norm Hill, Polk County Circuit Court
Hon. Annette Hillman, Crook & Jefferson County
Circuit Courts
Hon. Lung Hung, Malheur County Circuit Court

Thomas Lankford, Coos & Curry County Circuit Courts
Phil Lemman, Executive Services Division
Hon. Ann Lininger, Clackamas County Circuit Court
Hon. Christopher J. Marshall, Multnomah County
Circuit Court
Tom Maxwell, Douglas County Circuit Court
Leola McKenzie, Juvenile & Family Court Services
Division
Hon. Maureen McKnight, Senior Judge
Bruce Miller, Executive Services Division
David Moon, Business & Fiscal Services Division
Lisa Norris-Lampe, Oregon Supreme Court
Hon. Melvin Oden-Orr, Multnomah County
Circuit Court
Hon. Lindsay Partridge, Marion County Circuit Court
Erin M. Pettigrew, Executive Services Division
John Powell, Klamath & Lake County Circuit Courts
Hon. Tracy Prall, Marion County Circuit Court
Elizabeth Rambo, Lane County Circuit Court
Hon. Scott Shorr, Court of Appeals
Evan West, Judicial Marshal's Office

This document was developed under grant number SJI-19-T-010 from the State Justice Institute. The points of view expressed are those of the Oregon Judicial Department and do not necessarily represent the official position or policies of the State Justice Institute.

For more information on **OJD's Strategic Campaign 2020-2021**

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The **OJD Strategic Campaign 2020-2021** is also available online:

<https://www.courts.oregon.gov/about/Pages/reports-measures.aspx>

Notes...

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Courts Can: Ensure Equitable Outcomes

Key Points

Promote diversity, equity, and inclusion and build confidence in Oregon's justice system through:

- **Critical judge and staff leadership and education, coordination with justice system partners, improved data, and performance measures.**
- **Consistent pretrial release services focused on objective release criteria to promote equitable outcomes.**
- **Data and coordination to identify local resources needed to improve services to those with behavioral health challenges and reduce State Hospital admissions.**

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Policy Option Package 101

This package supports all four of the OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized;
- Eliminate barriers to access to justice;
- Enhance public trust and confidence by listening to the needs of those we serve; and
- Create a workplace and courthouse culture that embraces diversity and treats all with dignity and respect.

• **Track Data and Outcomes**

Enable courts to collect and analyze data to identify and track outcomes by multiple demographic segments, provide judge and staff education, improve outcomes in all case types, and provide real-time performance and impact data. This package also includes resources to launch a juvenile delinquency improvement program. All components are critical to advancing OJD's diversity, equity, and inclusion efforts, and to increasing awareness of unconscious bias to support better court processes and outcomes for individuals and communities. Funds 17.5 FTE staff, \$3.7 million GF.

• **Improve pretrial release decisions**

Support Oregon's pretrial release services and moves toward consistent, objective release decisions. Increases opportunities to consider a person's financial ability to pay and to reduce disparate outcomes. Funds 20.65 FTE, \$4.1 million GF.

• **Improve aid-and-assist process and expand evidence-based treatment courts**

Expand to all jurisdictions the court's ability to identify service gaps and coordinate with state and local behavioral health services to reduce Oregon State Hospital admissions by identifying local assessment and treatment resources for people facing criminal charges who might not be able to aid and assist in their defense. Add resources to expand Oregon's successful, evidence-based drug, mental health, and other specialty courts. Funds 8.75 FTE, \$1.9 million GF.



Courts Can: Provide Secure, Remote Services and Data Integrations

Key Points

- Technology connects courts with people who need justice services but can't always travel to a courthouse.
- OJD has vastly expanded its technology services (for hearings, payments, eFiling, and other services) but those technology systems need ongoing updating and support.
- POP 102 ensures adequate technology, reduces system vulnerability, and supports OJD's access to justice through technology.

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Policy Option Package 102

This package supports three of the OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized;
 - Eliminate barriers to access to justice; and
 - Enhance public trust and confidence by listening to the needs of those we serve.
- **Ensure Adequate Technology and Data Security**

Restores regular lifecycle replacement for OJD hardware instead of relying on vacancy savings or ad hoc decisions to replace critical court technology. Adds one IT staff in Klamath/Lake to support remote services, system security, and other technology needs. Also adds two central staff to protect court systems and data, provide IT security training to judges and staff, and respond to phishing attacks and other attempted unauthorized use or entry of OJD systems. Funds 3 FTE staff (phased in starting July 2022), \$5.2 million GF.

- **Address Technology Fund Shortfalls**

The State Court Technology Fund pays for a multitude of costs associated with OJD technology systems and services. These include vendor charges for eFiling and eService of pleadings, software licensing costs, vendor charges for online payments (ePay), and some staff costs. Existing revenue from private-sector user fees, the Criminal Fine Account, and other sources are no longer sufficient to fund these activities, and other revenue proposals have not been approved. Assumes passage of HB 2177, \$3.3 million Other Funds limitation. In the event HB 2177 fails, we are requesting \$3.3 million in GF.

- **Develop Online Dispute Resolution (ODR) System (WITHDRAWN)**

ODR systems to allow litigants to resolve disputes 24/7, including remote mediation services. A Request for Proposals from private-sector technology vendors found the available products have not sufficiently matured to meet OJD's needs. OJD is withdrawing this request for 1.5 FTE and \$2.5 million GF and will pursue again once the technology includes desired functionality.



Courts Can: Improve Outcomes for Children and Families

Key Points

- OJD can recover federal funds for many child support cases by centralizing services. Requires statutory change in SB 298.
- Adding central family law facilitators would efficiently add capacity in this high-need area. At least one party in 80% of family law cases has no lawyer to help them.
- Facilitators help explain processes, identify information needed for court hearings, and keep cases moving forward.

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Policy Option Package 103

This package supports three of the OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized; and
- Eliminate barriers to access to justice; and
- Enhance public trust and confidence by listening to the needs of those we serve.

Facilitates getting federal funds to support child support enforcement adjudications

Federal matching funds are available to assist states in collecting child support for needy families, but securing the federal funds requires detailed time tracking. Establishing a central referee position and related staff will promote efficiencies in deciding these cases and allow the time keeping necessary to recover 66% of the administrative costs in these cases. A statutory change to support this process is contained in SB 298.

Creates Centralized Family Law Facilitation Services to Supplement Local Services

Many, but not all, courts have limited staff dedicated to helping people who don't have lawyers navigate the court process in cases including dissolution, child custody or support, and adoptions. People without that assistance often get frustrated, as incomplete or incorrect pleadings are returned and their cases take longer to resolve.

Adding centralized facilitators efficiently supplements scarce court resources for this high-need area.

Budget estimates assume that all but two positions will be eligible for federal fund reimbursement. OJD is reviewing job duties and federal regulations to update this information and will revise estimates if needed. 7.44 FTE, \$702,983 GF, \$933,772 OF.



Courts Can: Increase Access to Justice

Key Points

- Adds three judge positions and support staff in counties where workload data proves need for additional resources.
- New judicial resources will improve court services, reduce backlogs, and improve timely decisions.
- Adds a law clerk position to manage appellate motions and avoid longer delays in appellate case processing.

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Policy Option Package 104

This package supports three of the OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized;
- Eliminate barriers to access to justice; and
- Enhance public trust and confidence by listening to the needs of those we serve.

- **New Judicial Positions**

Workload data show Oregon should have an additional 39 circuit court judges to manage caseloads effectively and be able to meet timely disposition standards. Three judicial positions were authorized in 2020 HB 4163, but the bill did not obtain final passage due to the unusual end of the legislative session. These positions are critical to improving access to justice for Oregonians.

OJD's judicial workload model measures the amount of time judicial officers have available to hear cases and the amount of time it takes to hear and decide each type of case. The model was developed by the National Center for State Courts (NCSC) and updated in 2015. The workload data is updated annually to reflect average annual case filings. NCSC found that Oregon courts were "significantly under resourced, even without accounting for 'best practices' . . . used to improve outcomes for parties."

In total, the package funds 11.64 FTE positions, \$2.8 million GF.

- **Law Clerk for the Court of Appeals***

The Oregon Court of Appeals continues to be one of the busiest intermediate appellate courts in the country. Permanent law clerk support is critical to avoiding increased case processing times. 1 FTE; \$205,158 GF.

*This package originally included a Tax Court clerk position to assist the Tax Court judge in analyzing expected litigation relating to Oregon's new Corporate Activities Tax. That request is being deferred to 2022, to correspond with anticipated litigation filing timelines.



Courts Can: Safe Court Facilities

Key Points

- **Finish seismic protection and building systems upgrade for the century-old Supreme Court building.**
- **State bond funds to match county investments for new, safe courthouses in Lane, Clackamas, Benton, and Linn Counties.**
- **Planning funds for new court facilities in Josephine, Crook, and Curry Counties.**
- **Security and efficiency improvements in Josephine and Klamath Counties.**

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Policy Option Package 105

This package supports two OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized and
 - Eliminate barriers to access to justice by keeping courts open, safe, and secure.
- **Finish Supreme Court Building Modernization**

The 2019 Assembly authorized initial bonds to add seismic protection and update heating, electrical, plumbing, and other building systems. These final bond funds would complete the project, expected in in late 2022. \$22 million OF.

- **Matching funds for safe courthouses in Lane, Clackamas, Benton, and Linn Counties**

The 2019 Assembly authorized bonds for four courthouse replacement projects. Counties will return this session with design concepts and financing plans for their portion of the funding to qualify for state matching funds for construction. \$401.3 million OF.

- **Planning funds for new court facilities in Josephine, Crook, and Curry Counties.**

The state provides cash matching funds to help counties plan for new, safe courthouses and return with well-planned requests for bond construction funds. If funded, these counties would return with detailed plans for new, safe courthouses. They are among the lowest-rated courthouses in the state. \$4.9 million GF.

- **Security and efficiency improvements in Josephine and Klamath County courthouses.**

OJD is requesting limitation to spend existing funds on improvements in these two courthouses. Josephine County would remodel for safety and security improvements, while the Klamath project would take advantage of planned renovations to improve court efficiency. \$950,000 OF.



Courts Can: Collaborate to Improve Justice Services

Key Points

- **Other Funds limitation to work with justice system partners to improve services**
 - IT staff support to help the Office of Public Defense Services plan for and acquire a financial and case management system.
 - Law library resources to support the Legal Resource Center in the new downtown Multnomah County courthouse.
 - Grants for drug- and other specialty courts.

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Policy Option Package 106

This package supports three OJD Strategic Campaign commitments:

- Improve services and outcomes for people who are under-served, vulnerable or marginalized;
- Eliminate barriers to access to justice by keeping courts open, safe, and secure; and
- Enhance public trust and confidence by listening and responding to those we serve.

The state budgeting system requires OJD to obtain legislative approval to accept and spend Other Funds from justice system partners. Approving this package would allow OJD to assist in three projects:

- **Use Technology to Help Manage Public Defense**

The Office of Public Defense Services is planning for and acquiring a new technology system for financial management and case management to track and manage its contracted services for representation in trial courts. OJD is providing IT staff experienced in the Oregon eCourt rollout to help shepherd the process. Funds 6.0 FTE with \$1.58 million OF.

- **New, free courthouse Legal Resource Center to help lawyers and people who don't have lawyers**

OJD has negotiated an agreement with Multnomah County and the Multnomah County Law Library Foundation to use state law library funds to provide services and resources to lawyers and litigants without lawyers. Funds 5.0 FTE with \$1.5 million OF.

- **Continue Drug Court and other grant-funded services**

Drug courts, mental health courts, and other specialty courts rely on grant funds (mostly from the Criminal Justice Commission) to fund coordinator positions to manage these effective, collaborative courts. Funds 18.0 FTE with \$5.1 million OF.



Oregon's State Courts: 2021 Legislative Preview

A preview of the concepts brought by the Chief Justice and leading topics in justice services in 2021.

Oregon Judicial Department Bills

- **Aid and Assist Reform (SB 295).** Modifies processes to address persons not able to aid and assist in their defense to criminal charges. The 2021 request, supported by a broad coalition of stakeholders, includes consensus amendments to SB 1575-A.
- **Fairness in Court Collections (HB 2176).** Repeals the \$50 minimum charge to set up a payment plan, modifies the Chief Justice's authority over courts and divisions to waive or suspend payment plan fees, and authorizes compromise (settlement) of financial obligations in criminal judgments other than restitution or compensatory fines.
- **Criminal Case Initiation Fees (HB 2177).** Allows the Chief Justice to charge reasonable fees to counties for the cost of providing electronic filing services for felony and misdemeanor cases. Applies only in counties where the District Attorney files more than 500 felony cases per calendar year. Supports OJD's tech fund.
- **Chief Justice Authority During Emergencies (SB 296).** Makes permanent the Chief Justice authority to extend or suspend specified statutory timelines and order remote instead of in-person appearances in civil and criminal cases during and immediately following a declared state of emergency.
- **Judicial Marshal Retirement Parity (SB 297).** Provides that the three Judicial Marshals are eligible for same retirement benefits as other peace officers.
- **Reducing Tax Court Fees (HB 2178).** Reduces statutory filing fee in Magistrate Division to \$50 and specifies time by which petitioner must pay filing fee if the fee waiver request is denied by the court, establishing the date of filing as the date of dispatch.
- **Housekeeping Measures (SB 298).** Non-substantive changes that would conform language in civil stalking statutes; requires petition and declaration in sex offender reporting cases; modifies venue provisions in cases to change both name and gender identity; requires judgments identify any Title IV-D child support order; removes notarization requirement for stipulated modifications of parenting time orders.

Non-OJD Concepts Related to Court Services

Family Treatment Courts

Expungements and Set-Asides: Expanding Access and Services

Full Faith and Credit Between State Courts and Tribal Justice Systems

Housing Reforms

Oregon State Bar Bills, Including Services to Self-Represented Litigants

Juvenile Justice Reform

Questions? Please contact: Erin M. Pettigrew, Access to Justice Counsel for Legislative Affairs, erin.m.pettigrew@ojd.state.or.us or Nancy Cozine, State Court Administrator, nancy.cozine@ojd.state.or.us

SPECIAL REPORTS

Special Reports

Annual Performance Progress Report (APPR) for Fiscal Years 2021-23

Submission Date: September 2020

Section One – Key Performance Measures

The following are the Key Performance Measures (KPMs) that were revised for the new Oregon eCourt system, including two new measures (KPM 4 and 7) that were approved during the 2019-21 biennium.

KPM#	2021-23 Key Performance Measures (KPMs)
1*	Access and Fairness: <i>The rating of court users on the court’s accessibility and its treatment of customers in terms of fairness, equality, respect.</i>
2*	Clearance Rates: <i>The number of cases closed as a percentage of the number of cases filed.</i>
3*	Time to Disposition: <i>The percentage of cases disposed or otherwise resolved within established timeframes.</i>
4	Time to Entry of Judgment: <i>The percent of criminal cases that have a final judgment entered into the case register within three business days of the sentencing hearing or disposition.</i>
5	Time to First Permanency Hearing: <i>The percentage of cases that have first permanency hearings within 14 months.</i>
6*	Collection Rate: <i>The percentage of cases paid in full within a year of judgment (violations only).</i>
7	Drug Court Recidivism: <i>The percentage of treatment court graduates with no misdemeanor or felony charges filed in Oregon circuit courts within one year of program graduation.</i>
8*	Effective Use of Jurors: <i>The percentage of available jurors who are selected for jury duty who are qualified and available to serve (juror yield).</i>
9	Employee Retention: <i>The annual employee turnover rate.</i>

* Measures from CourTools – modified for Oregon if a standard exists.

SPECIAL REPORTS

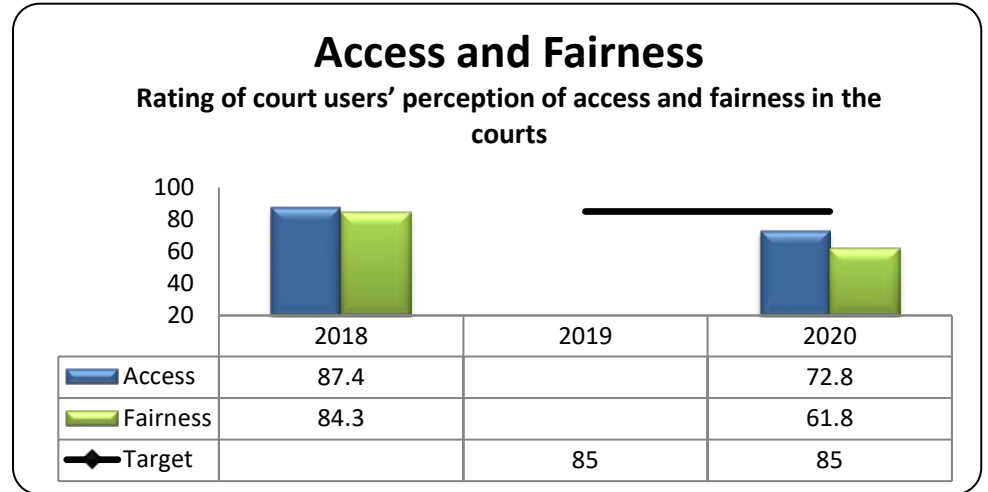
2021-23 Key Performance Measure	1. Access and Fairness Rating of court users' perception of access and fairness in the courts.
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Our strategy

To measure Access and Fairness, OJD adapted the Access and Fairness survey that the National Center for State Courts (NCSC) created as part of their *CourTools Trial Court Performance Measures*. After piloting the survey with in-person data collection in four counties in 2018, OJD collected information in 2020 using a statewide online survey.

About the targets

OJD calculated an Access Index Score and a Fairness Index Score using the method recommended by [NCSC's *CourTools: Access and Fairness guide*](#). The index scores rate access and fairness on a scale from 20 to 100, where 20 represents a mean rating of 1 (Strongly Disagree) on each statement and 100 indicates a mean rating of 5 (Strongly Agree) on each statement.



After reviewing the results of the 2018 pilot data collection, the Oregon Supreme Court Council on Inclusion and Fairness (OSCCIF), which advises the Chief Justice and State Court Administrator on matters relating to equal access to Oregon state courts, recommended 85 as a target for the Access and Fairness Index Scores. The OSCCIF set 85 as the target noting that it appeared that individuals who were unhappy with their experience in court were more likely than other court users to refuse to participate, and therefore the pilot results may under-represent individuals who had negative experiences in court. In addition, the OSCCIF recommended the need for more data collection before drawing any conclusions about racial/ethnic disparities.

How we are doing and how we compare

Data collected in 2020 show an Access Index Score of 72.8 and a Fairness Index Score of 61.8. These scores are much lower than both the performance targets and the scores from the 2018 pilot data collection.

SPECIAL REPORTS

Factors affecting results and what needs to be done

The 2020 Access and Fairness data collection differed from the pilot data collection in three critical ways. The 2020 data collection:

- Occurred during a pandemic rather than during normal business operations
- Was statewide rather than focused on four pilot courts
- Was online rather than in person

The COVID-19 pandemic likely impacted the results because it completely changed the way courts provided services, with many hearings being conducted remotely and all in-person services changing to accommodate social distancing. These changes may have negatively impacted both users' ability to access services and their perception of the fairness of court hearings. The increase in remote services may also have impacted the Access Index Score because many of the survey items relating to access were designed to evaluate the experiences of users who came to court in person rather than accessing services remotely.

The shift to online, statewide data collection may also have affected the results by changing the pool of participants. Statewide data collection meant incorporating perspectives from courts across the state, but also resulted in fewer responses (291 compared with 709 in 2018) and a much lower response rate. The types of users who responded to the online survey were also different, with 2020 participants being much more likely than participants in 2018 to have attended a hearing for their case and to report that the result of the hearing was unfavorable.

It is unknown whether the online results were more representative of the experience of court users across the state than were the results from the 2018 in-person data collection, but the OSCCIF will discuss the results and determine next steps for both expanding data collection and improving user perceptions of access and fairness in Oregon's circuit courts. The OSCCIF may also adapt the survey to capture information specific to users who appear or access services remotely.

The likely role of the COVID-19 pandemic in lowering user satisfaction means that any improvements in user experiences in accessing court services will require courts to have the technological and staff resources necessary to provide high quality in-person and remote services amid the changing circumstances relating to the pandemic.

About the data

The 2020 data were collected through a voluntary online survey of court users. In August and September 2020, Oregon's courts distributed the survey link to their local chapter of the Oregon State Bar, legal non-profits, law firms, and other court participants. Attorneys who received the survey were instructed to forward it to their clients.

SPECIAL REPORTS

The results in this document are based on 291 responses in August and September 2020 and include responses from 26 of Oregon's 36 circuit courts.

Contact information

Valerie Colas, OJD Access to Justice Counsel, (503) 798-2721

Data source

Access and Fairness Survey Results

SPECIAL REPORTS

2021-23 Key Performance Measure	2. Clearance Rates The number of cases closed as a percentage of the number of cases filed
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Our strategy

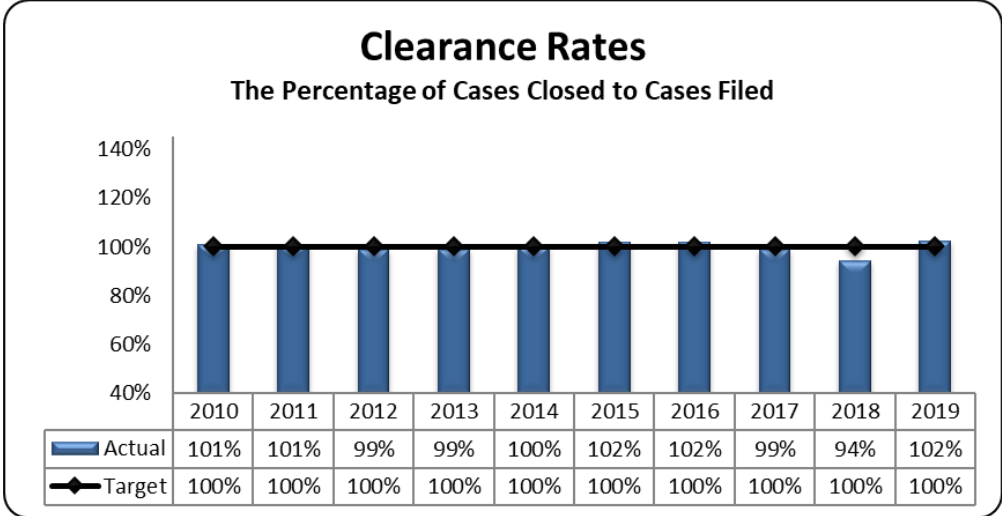
Clearance rates measure whether the courts are keeping up with their incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, from month to month and year to year, or between one court and another. This information can help courts pinpoint emerging problems and indicate where improvements can be made.

About the targets

Courts should aspire to clear at least as many cases as have been filed in a period by having a clearance rate of 100 percent or higher.

How we are doing and how we compare

In 2019, the number of cases closed was 102% of cases filed, which is higher than the previous two years due to declines in civil, domestic relations, and juvenile caseloads. When courts exceed the clearance rate targets, dispositions are outpacing filings and when courts fall below their clearance rate targets, caseload management practices and resource allocations need to be reviewed.



Factors affecting results and what needs to be done

Changes in caseload could impact the allocation of judicial officers to certain case types and initiate caseload management improvements. Time to disposition rates may also vary due to the seriousness or complexity of the caseload, charging and pleading practices, variation in court case management practices, and the use of statewide business processes.

About the data

This performance measure requires a count of cases closed and cases filed during a given time period. The clearance rate is calculated by dividing the number of cases closed by the number of cases filed during a given time period. The data collection period is each calendar year.

SPECIAL REPORTS

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data source

Odyssey Case Management System

SPECIAL REPORTS

2021-23 Key Performance Measure	3. Time to Disposition The percentage of cases disposed or otherwise resolved within established timeframes
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Our strategy

This measure, in conjunction with Clearance Rates, is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with national guidelines for timely case processing. The measure takes into account periods of inactivity beyond the court's control and provides a framework for meaningful measurement across all case types.

About the targets

National case processing time standards are published by the American Bar Association (ABA) and more recently by the Conference of State Court Administrators (COSCA). The Oregon Goals for Timely Disposition were originally based on the ABA standards as revised for Oregon by the Judicial Conference in the early 1990s. Model standards were created in an effort to unify the disparate national time standards to the greatest degree possible. They create a framework for state judicial branches to use when reviewing their own time to disposition standards. The model standards were adopted in August 2011 by the Conference of Chief Justices, the Conference of State Court Administrators, the American Bar Association House of Delegates, and the National Association of Court Management. Oregon used the model standards as a baseline in considering new and reviewing existing time to disposition standards. OJD has adopted and is proposing to the Legislature new standards based on the Court Reengineering and Efficiencies Workgroup (CREW) recommendation to reflect changes made to docket management and case processing since the 1990s including technological advancements in the areas of electronic filing and automated workflow. A 98 percent target is used rather than 100 percent in recognition that there will be a very small number of cases that will require more time to resolve, e.g., capital murder cases and highly complex, multi-party civil and juvenile cases that require a trial. Even these cases, however, should be monitored closely to ensure that they proceed to disposition without unnecessary delay.

How we are doing and how we compare

In 2019, improvements were made in all case types except felony, misdemeanor, juvenile, and domestic relations which are some of the more complex case types. Oregon courts are not meeting their timely disposition goals in all case types primarily due to the inadequate level of staff and judicial resources at courts.

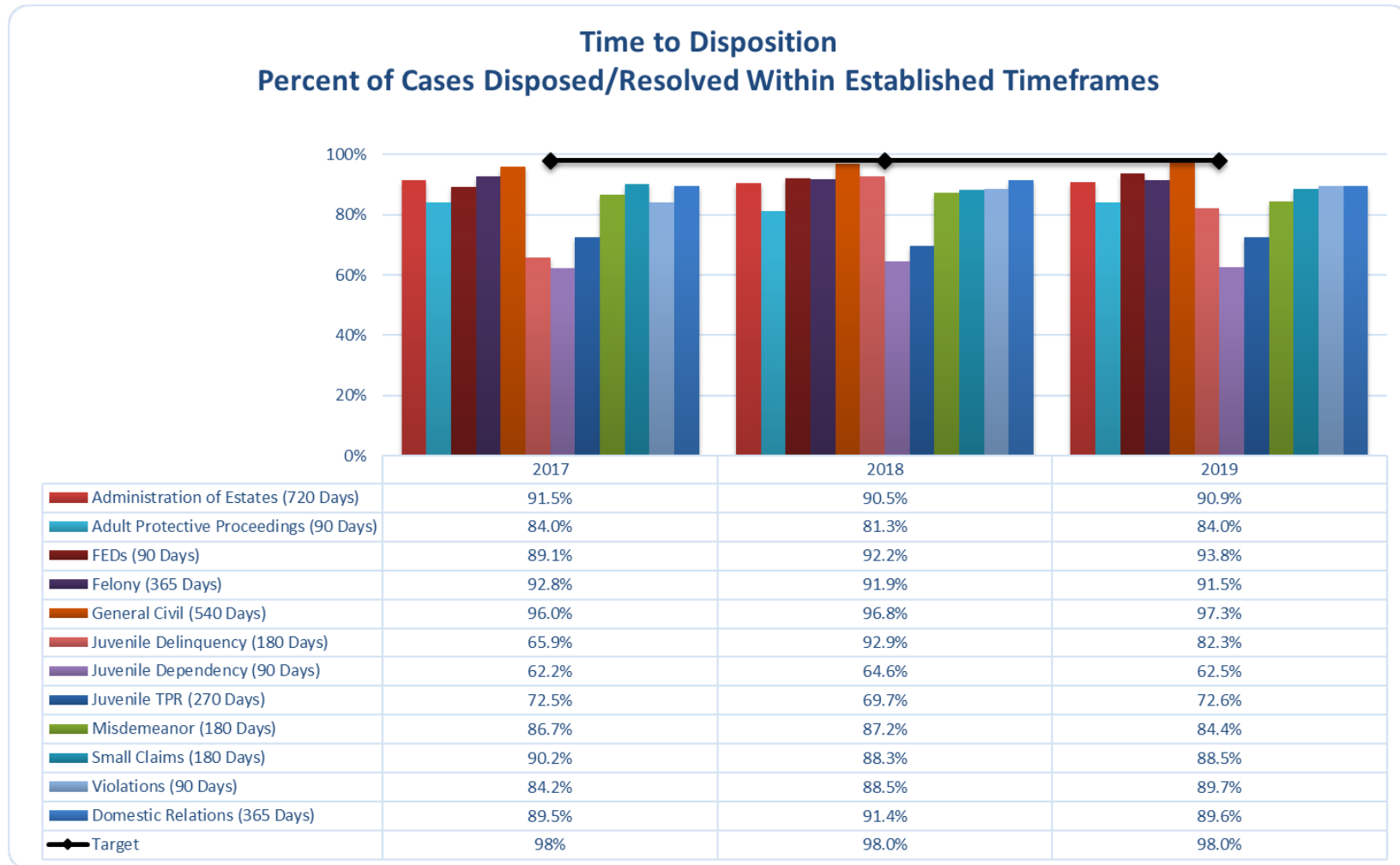
Factors affecting results and what needs to be done

Changes in caseload could impact the allocation of judicial officers to certain case types and initiate caseflow management improvements. Time to disposition rates may also vary due to the seriousness or complexity of the caseload, charging and pleading practices, variation in court case management practices, and the use of statewide business processes.

SPECIAL REPORTS

About the data

This performance measure includes cases disposed or otherwise resolved during the calendar year and requires compiling data on the timing of key case events, consistent definition of terms and business processes, standard data entry practices for all courts, and distinguishing between active and inactive cases.



SPECIAL REPORTS

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data source

Odyssey Case Management System

SPECIAL REPORTS

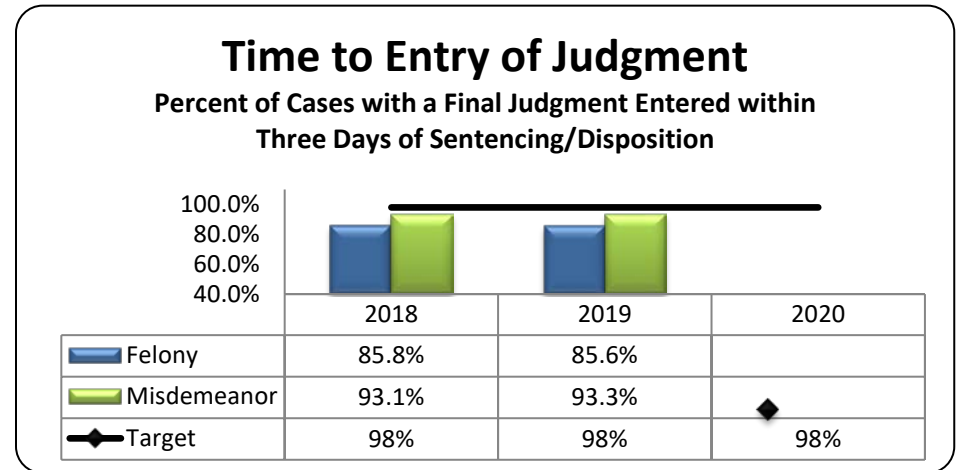
2021-23 Key Performance Measure	<p>4. Time to Judgment Entry The percent of criminal cases that have a final judgment entered into the case register within three business days of the sentencing hearing or disposition</p>
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Our strategy

Equality, fairness, and integrity in trial courts depend in substantial measure on the accuracy, availability, and accessibility of records. It is important that trial courts preserve an accurate record of their proceedings, decisions, orders, and judgments and that they update these in a timely manner.

About the targets

This measure reflects judgments in felony and misdemeanor criminal cases. Court staff should enter all court case actions as expeditiously and accurately as possible. This is especially true for criminal judgments since any delay in the entry of a judgment may have important legal consequences under Oregon law. All judgments should be entered within three days of sentencing hearing or final disposition.



How we are doing and how we compare

In 2019, 85.6% of felony judgments were entered within three business days of the sentencing hearing or disposition and 93.3% of misdemeanor judgments were entered within three business days of the sentencing hearing or disposition. This is an improvement for misdemeanor judgments and a slight decline for felony judgments.

Factors affecting results and what needs to be done

When court staff manually enter data, human error is always possible. These errors are mitigated through standard data entry protocols as well as education programs and monitoring procedures to ensure that corrections can be made to court practices. This measure is not only a way to measure data timeliness and accuracy, but also a tool to identify training or resource needs at the courts.

SPECIAL REPORTS

About the data

This performance measure considers the first statistical closure date and uses the sentence or disposition date (if dismissed) and the date of final judgment entry into the case register (legally effective date of the judgment). The days to judgment entry are then calculated using the time lapse between the sentence or disposition date and the judgment entry date. The data collection period is each calendar year.

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data source

Odyssey Case Management System

SPECIAL REPORTS

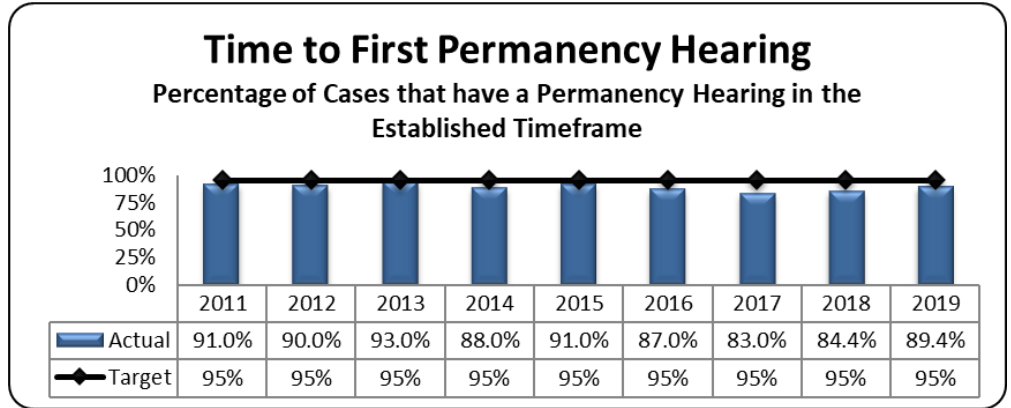
2021-23 Key Performance Measure	5. Time to First Permanency Hearing Percent of cases that have first permanency hearing within 14 months
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Our strategy

Child abuse and neglect cases are driven by one underlying principle: expeditious permanency for children. The longer children are in substitute care, the longer they are in doubt as to where their permanent home will be and the more likely it is that they will have multiple placements.

About the targets

Our target is to have 95 percent of cases have their first permanency hearing within the statutorily mandated timeframe of 14 months of the child entering substitute care.



How we are doing and how we compare

In 2019, 89.4% of cases had a first permanency hearing within 14 months, which is an increase from the previous three years but below the target of 95 percent.

Factors affecting results and what needs to be done

Reports from courts and stakeholders and informal reviews of case files indicate that a main reason that cases do not meet the timeline is that hearings are continued or rescheduled due to lack of court time and/or attorney availability for contested hearings. Making additional court time available and increasing the availability of legal counsel for parties would likely move the numbers toward their target.

About the data

Starting in 2017, the review period is the calendar year in which the first permanency hearing was held. In prior years it was the year the case was due for its first permanency hearing. The statistics are compiled by the Juvenile and Family Court Programs Division and measure timeliness by determining the percentage of cases for which the last day of the first completed permanency hearing on the case was within 425 days (approximately 14 months) of the date that the dependency petition was entered.

Contact information

Leola McKenzie, Juvenile and Family Court Programs Division, 503-986-5942

Data sources

Odyssey Case Management System

SPECIAL REPORTS

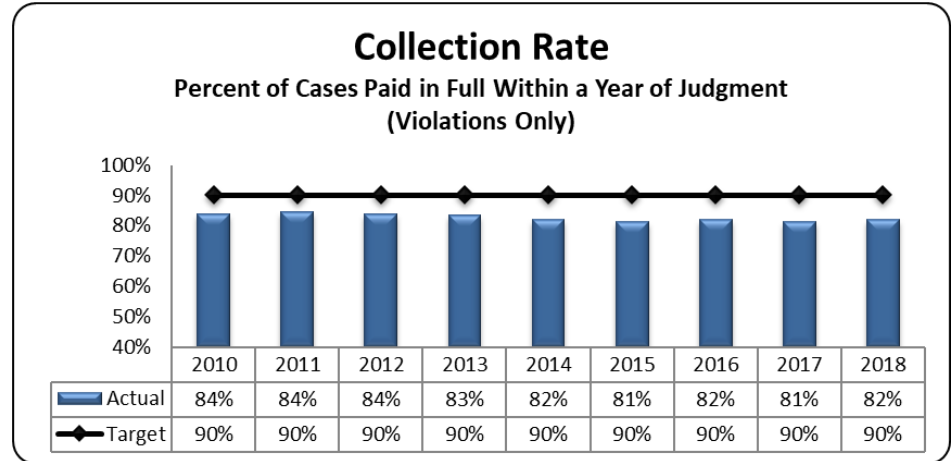
2021-23 Key Performance Measure	6. Collection Rate Percent of cases paid in full within a year of judgment (violations only)
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Our strategy

The Oregon Judicial Department (OJD) collection program is focused on statewide time standards for collection actions and early intervention to obtain payment in full as soon as possible. This measure focuses solely on violations to evaluate the timeliness and effectiveness of collection actions. Most violations do not have the same barriers to collections that are encountered when collecting on felony and misdemeanor debt (debtors with history of criminal activity or drug/alcohol abuse, incarceration, unemployment, multiple debts with OJD and other probation/parole agencies, higher amounts owed).

About the targets

Courts should aspire to get payment in full on most violations within a year of judgment, therefore a 90 percent target was chosen.



How we are doing and how we compare

In 2018, 82% of violations were paid in full in within a year of judgment, which is an improvement from the prior year.

Factors affecting results and what needs to be done

For the past several years, about 20 percent of people cited with a violation failed to appear or pay by the date on their citation. Our goal is to do a better job reaching these people who may have forgotten about their citation or who do not realize that a default judgment will be entered against them if they do not pay or appear in court.

About the data

This performance measure calculates the percent of citations imposed and paid one year after a violation case is adjudicated (includes parking). The data collection period is each calendar year, but cases have to age at least a full year to look back at how many were paid in full within a year.

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data source

Odyssey Case Management System

SPECIAL REPORTS

2021-23 Key Performance Measure	7. Treatment (Specialty) Court Recidivism The percentage of treatment court graduates with no misdemeanor or felony charges filed in Oregon circuit courts within one year of program graduation.
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Our strategy

Treatment courts are an alternative to traditional criminal justice system processing for the sentencing and supervision of people with substance abuse issues. These courts seek to address the underlying issues that contribute to criminality by providing a combination of treatment and/or counseling services, and court-directed supervision.

About the targets

The goal of treatment courts is to resolve the underlying issues relating to substance abuse and to prevent future criminality. Therefore, a 90 percent target was chosen as aspirational but could be re-evaluated as we continue to gather data about successful outcomes.

How we are doing and how we compare

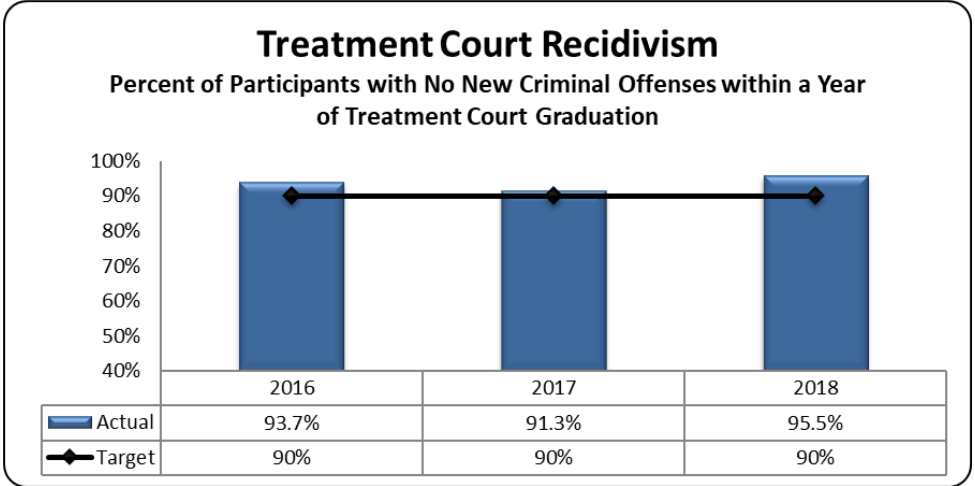
In 2018, 95.5% of treatment court graduates had no new criminal offenses within a year of graduation, which is an increase from the prior two years and above the 90% target.

Factors affecting results and what needs to be done

The availability of program services, including community corrections supervision, alcohol and drug and mental health treatment, and other wraparound services associated with Oregon’s collaborative treatment courts, affect recidivism rates. Increasing the capacity of adult, family, and juvenile drug courts through increased and stable funding for the Oregon treatment courts and program staff can have a direct impact.

About the data

This performance measure considers the date of successful completion of a treatment court program, as entered into the case register. It matches the participant’s party record or person-based identifiers to locate all cases with misdemeanor or felony charges in any of Oregon’s 36 circuit courts entered after the program completion date. It does not include criminal cases from municipal courts or justice courts, as those courts are not part of the unified state court system. The data collection period is each calendar year, but the cohorts must age one year to get complete data on recidivism rates.



SPECIAL REPORTS

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data sources

Odyssey Case Management System

SPECIAL REPORTS

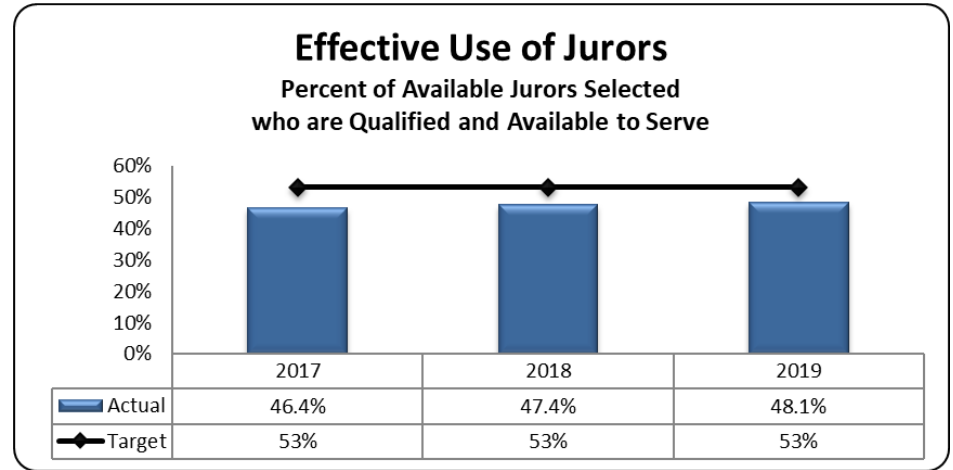
2021-23 Key Performance Measure	8. Effective Use of Jurors The percentage of available jurors who are selected for jury duty who are qualified and available to serve (juror yield)
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Our strategy

The percentage of citizens available to serve relates to the integrity of the jury pool list, the effectiveness of jury management practices, the willingness of citizens to serve, the efficacy of excuse and postponement policies, and the number of exemptions allowed.

About the targets

The National Center for State Courts (NCSC) commonly uses a juror yield goal of 40 percent, a value demonstrated to be realistic in many well-managed courts. The national average juror yield is approximately 53 percent. Although variations are expected, points falling well above or well below the average can alert the court to the need for possible adjustments to the number of persons summoned.



How we are doing and how we compare

In 2019, 48.1% of available jurors were qualified and available to serve, which is an increase from the prior two years. Oregon courts are above the NCSC goal of 40 percent but well below the national average target of 53 percent.

Factors affecting results and what needs to be done

Juror yield is used by court administrators to estimate the number of jury summonses to mail to secure an adequate number of jurors from which to select juries. However, it is also a measure of system efficiency as it indicates the relative amount of work a court must perform to achieve an adequate jury pool. Nationally, courts send approximately two jury summonses for every qualified and available juror they need to secure. Courts with higher yields require fewer jurors so it is in the juror and courts' best interest to maximize jury yields to the greatest extent possible.

About the data

This performance measure requires a count of the total number of summonses sent to prospective jurors, the number of jurors postponed to or from a previous period, the number of jurors who failed to appear for jury duty, the number of jury summonses returned undeliverable, the number of jurors who were excused or exempt from service, and the number of jurors who were disqualified or unable to serve.

SPECIAL REPORTS

Contact information

Jessica Roeser, Business and Fiscal Services Division, 503-986-5601

Data source

Odyssey Jury Management System

SPECIAL REPORTS

2021-23 Key Performance Measure	9. Employee Retention Annual employee turnover rate
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Our strategy

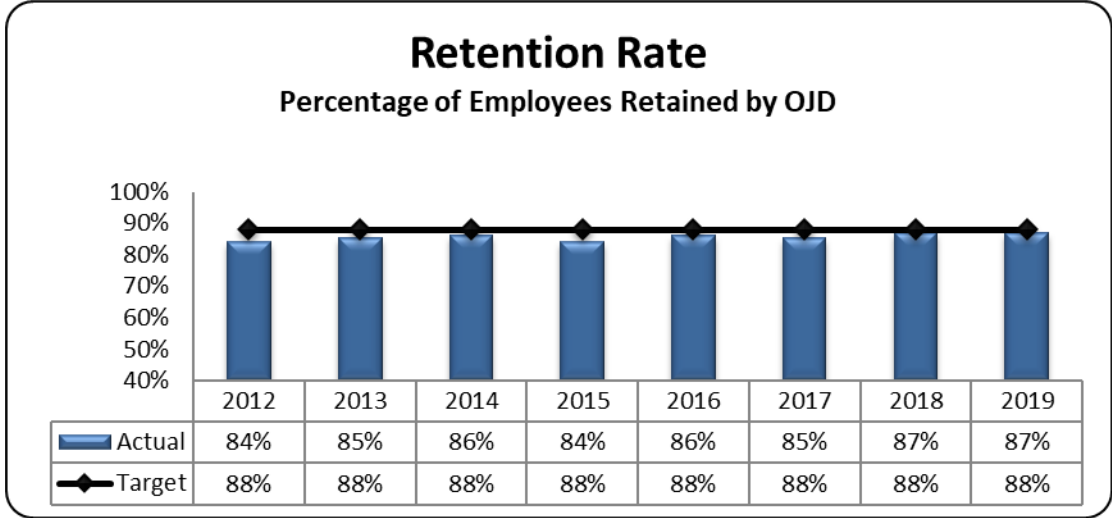
The Oregon Judicial Department (OJD) strives to retain an experienced, well-trained, and competent workforce.

About the targets

Our target is to have a retention rate with no greater annual turnover than the State of Oregon’s Department of Administrative Service (DAS) annual retention rate. The target rate may adjust if the DAS calculated rate rises significantly above 88 percent in the future.

How we are doing and how we compare

In 2019, OJD’s retention rate was 87% which was the same as the prior year. OJD has consistently exceeded the national average of 83 percent for government jobs as reported by the Bureau of Labor Statistics.



Factors affecting results and what needs to be done

Two-thirds of our turnover was due to voluntary resignations. We continue to analyze the specific reasons for the voluntary resignations. Additionally, retirements accounted for over 20 percent of our turnover. We will continue to collect data from exiting employees and analyze their reasons for leaving as part of our strategy to maintain and improve our performance in this measure.

About the data

The review period was based on actual termination coding entered into the HR systems; however, the voluntary resignation category can be a “catch all” for many reasons that can only be identified through exit interviews.

Contact information

Kimberly Rockeman, Human Resources Division, 503-986-5601

Data source

State of Oregon Position and Personnel Database (PPDB)

Oregon Judicial Department													Agency Number: 19800			
2021 - 2023 Biennium																
OJD GF LAB Budget by Appropriation																
OJD General Funds ARB - Debt Service						\$	27,756,400									
OJD General Funds ARB - Judicial Comp						\$	95,761,823									
OJD General Funds ARB - Operations						\$	381,844,176									
OJD General Funds ARB - Mandated Payment						\$	17,819,193									
OJD General Funds ARB - Pass-through						\$	15,372,248									
OJD General Funds ARB - Legal Aid						\$	12,784,051									
OJD General Funds ARB - 3rd Party Collections						\$	15,970,809									
OJD General Funds ARB - E-Court Program						\$	4,805,672									
OJD General Funds CSL -Total						\$	572,114,372									
Total OJD ARB Funds for Reduction Plans																
5% Reduction Total						\$	28,605,719									
10% Reduction Total						\$	57,211,437									
Detail of 5% Reduction to 2021-23 Current Service Level Budget																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	16		
Priority (ranked with highest priority first)	Agency	SCR or Activity Initials	Program/Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Impact of 5% Reduction on Services and Outcomes			
Dept	Prgm/ Div															
		210	Third-Party Collections - payments to support collections of required fees, fines and awards for the state of Oregon, Oregon Counties, crime victims and other award recipients as well as merchant fees when credit cards are used to pay for these items.	(\$798,540)						(\$798,540)				The CSL budget for Third-party Collections is \$16 million for 2021-23, which may be \$2 million less than the projected 2021-23 expenditures. For fees paid for successful collections, approximately 65% are paid to DOR (and DAS/treasury) and approximately 20% (\$3.6 million) are split between outside vendor collection companies. A \$798,540 reduction below CSL would result in a projected \$3.6 million in reduced collection revenue and would most likely impact outside third-party collection activities.		
		220	External Pass-Through - was established for the 11-17 biennium for payments to outside entities which had been funded in the past from outside the OJD budget. The following are provided funding from this appropriation: - County law libraries - County mediation/conciliation programs - Biennial funding for Council on Court Procedures - Biennial funding for Oregon Law Commission	(\$768,612)						(\$768,612)				Pass-through funding is dictated via statute and is not controlled by OJD. Based upon the proposed budgets, these reductions would result if the following levels of reduced payments County law libraries - \$374,600 County mediation/conciliation programs - \$374,600 Oregon Law Commission - \$16,715 Council on Court Procedures - \$2,697		
		220	Legal Aid - Pass through funds supplied to Oregon Bar for their Legal Services Program. The Oregon State Bar Legal Services Program funds an integrated, statewide system of civil legal aid organizations enabling low-income Oregonians to address critical legal issues directly affecting their families, homes, income, jobs, and access to vital services such as education and health care.	(\$639,203)						(\$639,203)				Legal Aid will be passed through to the Oregon Bar in quarterly payments of \$1,598,006. This reduction would eliminate 40% of the final quarter payment.		
		087	Debt Service - funds used to pay the debt service associated with General Obligation bonds	(\$1,387,820)						(\$1,387,820)		(7.00)		Due to bonding payment requirements, Debt Service is a non-reducible obligation and any reductions in this appropriation would result in additional reductions in operational budgets. A \$1.4 million reduction would need to be taken from the Operations Appropriation, resulting in a further reduction of 7 staff FTE.		
		200	Mandated Payments - constitutional due process rights include statutorily required court payments to fund juror per diem, court interpretation, and ADA compliance	(\$890,960)						(\$890,960)				Funding associated with payments for juror and grand jury per diem, court interpreter costs and ADA compliance. Reductions would most likely reduce the number of trials that OJD can operate during the biennium by at least one month of capacity. Due to the COVID-19 crisis, OJD is expecting an increase in need for mandated funds to work through the backlog of cases built up during 2020 and the start of 2021 due to social distancing requirements.		
		010	Judicial Compensation - constitutionally protected General Fund appropriation for judicial salaries, taxes and benefits.	(\$4,788,091)						(\$4,788,091)		(25.00)		Judicial Compensation, due to its constitutionally protected nature, cannot be reduced. If the Oregon Judicial Department is required to account for a reduction associated in this appropriation, OJD will be forced to reduce other GF appropriations. A \$4.8 million reduction would result in a further reduction of approximately 25 FTE in the State Court System Operations.		
		500	Oregon eCourt Operations and Maintenance - payments for Oregon Judicial Information Systems Vendor Maintenance Agreements for software components	(\$240,284)						(\$240,284)				Since maintenance agreements must be maintained for operational systems - OJD would be required to provide funding from other GF appropriations to backfill reductions in this area which would require additional personnel reductions.		
			State Court System Operations - provides fair and accessible justice services that protect the rights of individuals, preserve community welfare, and promote public safety	(\$19,092,209)						(\$19,092,209)		(91.00)		Due to interdependencies between State Courts operational components - FTE impacts and budget impacts are aggregated in this line as the overall state court system. Impacts and outcomes are also shown below by operational area. FTE impacts for operational areas are based on the average cost per FTE for that area. Under ORS 1.002, the Chief Justice has administrative authority to reallocate resources and determine court closures and operating hours across the state court system. Personal Services costs represent 89% of the Operations Appropriation, with much of the Services and Supplies budget in non-reducible categories like State Government Service Charges making reductions is heavily weighted towards staffing resource reductions.		
		101	Appellate Courts (Supreme Court; Court of Appeals) and Tax Court - appellate courts review decisions of lower courts and other tribunals and are final arbiters of state law; tax court has exclusive, statewide jurisdiction on cases that involve Oregon's tax laws.	(\$1,357,456)						(\$1,357,456)		(6.00)		A reduction of approximately \$1.4 million associated with the first 5% cut could result in a reduction of 6 FTE, impacting support functions for the Supreme Court, Court of Appeals and Tax court. Expected outcomes include delays in case processing in all three courts, undermining the ability for these courts provide timely decisions, and adequate maintenance of briefs and decisions for the court system.		
		102	Office of the State Court Administrator and Central Support - core business and central support structure with maintains the statewide court system and is the Chief Justice's administrative entity for OJD	(\$3,860,445)						(\$3,860,445)		(14.00)		A \$3.9 million reduction for OSCA would require eliminating approximately 14 FTE, a 9% reduction of FTE for Administration. The OSCA operational budget contains the department's non-reducible statewide expenditures like state government service charges, and due to these charges, personal services must be reduced at a higher rate than other operational areas of OJD. Reductions would negatively impact OJD's ability to collect revenue, to provide support for juvenile programs and secure associated federal matching funds, and to support Oregon's trial court operations and IT system, and could reduce appropriate maintenance, support, and security protections of the Oregon Judicial Information System.		
		100	Trial Courts (Circuit Courts) - 27 judicial districts in 36 counties statewide: general jurisdiction courts (e.g. handle cases involving criminal, civil, small claims, traffic, domestic relations, probate, guardianships, civil commitments, juvenile dependency, and delinquency, abuse and restraining orders, administrative agency, appeals from municipal courts and other matters).	(\$13,874,308)							(\$13,874,308)		(71.00)		A \$13.9 million reduction for trial courts for the 21-23 biennium would result in the elimination of approximately 71 FTE in the Circuit Courts across the state. Impacts would include reduced court operating hours/days, revenue collections, and court capacity, imperiling \$305 million in court revenues and collections. This will be especially impactful as the court system deals with the backlog of work due to COVID-19, resulting in further case processing delays. The impacts on Oregon's citizens, many of whom have already had to wait longer than normal to resolve cases that create challenges in their lives, would be far worse than after a biennium of "normal" operations because of the pandemic delays.	
				(\$26,605,719)						(\$26,605,719)		(123.00)		This level of reduction represents 7.95% of OJD Operations staff FTE		

Target \$ (28,605,719)
Difference \$0.00

Oregon Judicial Department		Agency Number: 19800	
2021 - 2023 Biennium			
OJD GF LAB Budget by Appropriation			
OJD General Funds ARB - Debt Service	\$	27,756,400	
OJD General Funds ARB - Judicial Comp	\$	95,761,823	
OJD General Funds ARB - Operations	\$	381,844,176	
OJD General Funds ARB - Mandated Payment	\$	17,819,193	
OJD General Funds ARB - Pass-through	\$	15,372,248	
OJD General Funds ARB - Legal Aid	\$	12,784,051	
OJD General Funds ARB - 3rd Party Collections	\$	15,970,809	
OJD General Funds ARB - E-Court Program	\$	4,805,672	
OJD General Funds CSL -Total	\$	572,114,372	
Total OJD ARB Funds for Reduction Plans			
5% Reduction Total	\$	28,605,719	
10% Reduction Total	\$	57,211,437	

Oregon Judicial Department		Agency Number: 19800													
2021 - 2023 Biennium															
Detail of 10% Reduction to 2021-23 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	16	
Priority (ranked with highest priority first)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Impact of an Overall 10% Reduction on Services and Outcomes		
Dept	Prgm/ Div														
		210	Third-Party Collections - payments to support collections of required fees, fines and awards for the state of Oregon, Oregon Counties, crime victims and other award recipients as well as merchant fees when credit cards are used to pay for these items.	(\$798,540)						(\$798,540)					The CSL budget for Third-party Collections is \$16 million for 2021-23, which may be \$2 million less than the projected 2021-23 expenditures. For fees paid for successful collections, approximately 65% are paid to DOR (and DAS/Treasury) and approximately 20% (\$3.6 million) are split between outside vendor collection companies. A \$798,540 reduction below CSL (\$1.6 million total at 10%) would result in a projected \$7.2 million in reduced collection revenue at the 10% level.
		220	External Pass-Through - was established for the 11-17 biennium for payments to outside entities which had been funded in the past from outside the OJD budget. The following are provided funding from this appropriation: • County law libraries • County mediation/conciliation programs • Biennial funding for Council on Court Procedures • Biennial funding for Oregon Law Commission	(\$768,612)						(\$768,612)					Pass-through funding is dictated via statute and is not controlled by OJD. Based upon the proposed budgets, these reductions would result if the following levels of reduced payments County law libraries - \$374,600 (\$749,200 total) County mediation/conciliation programs - \$374,600 (\$749,200 total) Oregon Law Commission - \$16,715 (\$33,430 total) Council on Court Procedures - \$2,697 (\$5,394 total)
		220	Legal Aid - Pass through funds supplied to Oregon Bar for their Legal Services Program. The Oregon State Bar Legal Services Program funds an integrated, statewide system of civil legal aid organizations enabling low-income Oregonians to address critical legal issues directly affecting their families, homes, income, jobs, and access to vital services such as education and health care.	(\$639,203)						(\$639,203)					Legal Aid funding is passed through to the Oregon Bar in quarterly payments of \$1,598,006. The total reduction of \$1.28 million would eliminate 80% of the final quarter payment.
		087	Debt Service - funds used to pay the debt service associated with General Obligation bonds	(\$1,387,820)							(\$1,387,820)		(7.00)		Due to bonding payment requirements, Debt Service is a non-reducible obligation and any reductions in this appropriation would result in additional reductions in operational budgets. A further \$1.4 million reduction (\$2.8 million total) would need to be taken from the Operations Appropriation, resulting in a further reduction of 7 staff FTE.
		200	Mandated Payments - constitutional due process rights include statutorily required court payments to fund juror per diem, court interpretation, and ADA compliance	(\$890,960)						(\$890,960)					Funding associated with payments for jury and grand jury per diem, court interpreter costs and ADA compliance. Reductions would most likely reduce the number of trials that OJD can operate during the biennium by at least two months of capacity at the 10% reduction level. Due to the COVID-19 crisis, OJD is expecting an increase in need for mandated funds to work through the backlog of cases built up during 2020 and the start of 2021 due to social distancing requirements.
		010	Judicial Compensation - constitutionally protected General Fund appropriation for judicial salaries, taxes and benefits.	(\$4,788,091)							(\$4,788,091)		(25.00)		Judicial Compensation, due to its constitutionally protected nature, cannot be reduced. If the Oregon Judicial Department is required to account for a reduction associated in this appropriation, OJD will be forced to reduce other GF appropriations. A \$4.8 million reduction to the 10% level (\$9.6 million total) would result in a further reduction of approximately 25 staff FTE in the Operations Appropriation.
		500	Oregon eCourt Operations and Maintenance - payments for Oregon Judicial Information Systems Vendor Maintenance Agreements for software components	(\$240,284)							(\$240,284)				Since maintenance agreements must be maintained for operational systems - OJD would be required to provide funding from other GF appropriations to backfill reductions in this area which would require additional personnel reductions. At the 10% level could require up to 3 additional staff layoffs
			State Court System Operations - provides fair and accessible justice services that protect the rights of individuals, preserve community welfare, and promote public safety	(\$19,092,209)						(\$19,092,209)			(97.00)		Due to interdependencies between State Courts operational components - FTE impacts and budget impacts are aggregated in this line as the overall state court system. Impacts and Outcomes are also shown below by operational area. FTE impacts for operational areas are based on the average cost per FTE for that area. Under ORS 1.002, the Chief Justice has administrative authority to reallocate resources and determine court closures and operating hours across the state court system. Personal Services costs represent 89% of the Operations Appropriation, with much of the Services and Supplies budget in non-reducible categories like State Government Service Charges making reductions heavily weighted towards staffing resources reductions.
		101	Appellate Courts (Supreme Court; Court of Appeals) and Tax Court - appellate courts review decisions of lower courts and other tribunals and are final arbiters of state law; tax court has exclusive, statewide jurisdiction on cases that involve Oregon's tax laws.	(\$1,357,456)						(\$1,357,456)			(6.00)		A reduction of \$1.4 million (\$2.4 million in total at the 10% level) associated with a second 5% cut could result in a reduction of 12 total staff FTE, impacting support functions for the Supreme Court, Court of Appeals and Tax court. Expected outcomes include delays in case processing in all three courts, undermining the ability for these courts provide timely decisions, and adequate maintenance of briefs and decisions for the court system.
		102	Office of the State Court Administrator and Central Support - core business and central support structure that maintains the statewide court system and is the Chief Justice's administrative entity for OJD	(\$3,860,445)						(\$3,860,445)			(14.00)		An additional \$3.9 million reduction (\$7.8 million total) for OSCA would require eliminating approximately 14 FTE in additional layoffs, or approximately 18% reduction of for Administration. The OSCA operational budget contains the department's non-reducible statewide expenditures like state government service charges, and due to these charges, personal services must be reduced at a higher rate than other operational areas of OJD. Reductions would negatively impact OJD's ability to collect revenue, to provide support for juvenile programs and secure associated federal matching funds, and to support Oregon's trial court operations and IT system, and could reduce appropriate maintenance, support, and security protections of the Oregon Judicial Information System.
		100	Trial Courts (Circuit Courts) - 27 judicial districts in 36 counties statewide; general jurisdiction courts (e.g. handle cases involving criminal, civil, small claims, traffic, domestic relations, probate, guardianships, civil commitments, juvenile dependency, and delinquency, abuse and restraining orders, administrative agency, appeals from municipal courts and other matters).	(\$13,874,308)							(\$13,874,308)			(71.00)	An additional \$13.9 million reduction for trial courts (\$27.8 million total at the 10% level would result in the elimination of approximately 142 staff FTE. At this level, courts would not have adequate staff, resulting in closure days across the system. Some case types would be severely impacted, as the court system is forced to give processing priority to those case types that have statutory or safety related concerns. The court system would see a significant increase in case backlog that would further exacerbate backlogs created due to the COVID-19 pandemic.
				(\$28,605,719)						(\$28,605,719)			(123.00)		A reduction of 10% (246 FTE) represents 15.90% of OJD Operations staff FTE
											Target	\$	(28,605,719)	(123.00)	

SPECIAL REPORTS

Audits Response Report

Oregon Judicial Department Audit reports July 1, 2018 through June 30, 2020

Auditor	Completed Audits Release Date	Scope/What was found	Response/Action	Related POPs?
Secretary of State Audits Division	Audit of Selected Financial Accounts January 3, 2019	The auditors performed audit work of selected financial accounts for the year ended June 30, 2018. It was not a comprehensive financial audit but was performed as part of the annual audit of the State of Oregon's financial statements.	The auditors performed a limited review of internal control and did not identify any deficiencies that were considered to be a material weakness.	No
Secretary of State Audits Division	Audit of Selected Financial Accounts December 31, 2019	The auditors performed audit work of selected financial accounts for the year ended June 30, 2019. It was not a comprehensive financial audit but was performed as part of the annual audit of the State of Oregon's financial statements.	The auditors performed a limited review of internal control and did not identify any deficiencies that were considered to be a material weakness.	No
OJD Internal Audit	Change of Administrator Audits: <ul style="list-style-type: none">• Lincoln County Circuit Court (August 3, 2018)• Douglas County Circuit Court (October 24, 2018),• Malheur County Circuit Court (October 26, 2018),• Jackson County Circuit Court (December 10, 2018),• Josephine County Circuit Court (February 22, 2019)	Employee Separation review to determine whether appropriate actions were taken to protect OJD assets when the prior administrator left his/her position.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No

SPECIAL REPORTS

Auditor	Completed Audits Release Date	Scope/What was found	Response/Action	Related POPs?
OJD Internal Audit	Circuit Court Internal Controls Audits: <ul style="list-style-type: none"> • Coos & Curry County Circuit Court (December 4, 2018), • Baker County Circuit Court (December 26, 2018), • Washington County Circuit Court (February 12, 2019), • Crook & Jefferson County Circuit Court (September 4, 2019), • Deschutes County Circuit Court (September 13, 2019), • Lake County Circuit Court (September 11, 2019), • Tillamook County Circuit Court (November 27, 2019) 	The objectives were to determine whether internal controls were properly designed to provide adequate fiscal controls and segregation of duties. We found that, in general, internal controls were functioning as intended but improvements should be made.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No



Enterprise Technology Services Division (ETSD)

Executive Summary – Appellate System Upgrade

March 2021

Summary:

The appellate court system in use today was installed in 2007. Several enhanced functionalities have been added over the years (see below), however, the core system and code base is over 13 years old. Having been in sustained use without a significant code refresh presents on-going operational and supportability issues as multiple vendors are involved, the code base has reached its maximum functionality, and security patching has become challenging. OJD worked with TR in 2014 regarding a code refresh but decided not to deploy because TR had not developed an “all in one” solution that included a document repository. OJD decided to wait until TR developed an in-product document repository, which occurred in 2018. The contract initiating this system upgrade is expected to be completed in April of 2021 with full deployment projected by September 2023 at a cost of approximately \$3 million.

OJD reviewed a Tyler solution in early 2019. Tyler does not have a significant presence (market share) in the appellate courts, and based on our review, the product presented (Odyssey) would not be an appropriate fit for the Oregon appellate court.

System History and Completed Action Items:

In December 2006 OJD installed the Appellate Court Case Management System (C-Track) product developed by Lt. Court Tech (later absorbed by Thomson Reuters). The appellate court system procured and installed only included the case management components for the court. Over the next several years the following major functionality was added:

- May 2007 C-Track release 2/Public Access to Case Register
- January 2008 Financial system tied to FIAS
- March 2008 Court of Appeal Matter Management added
- May 2008 Supreme Court and Court of Appeals statistical reports added
- July 2008 Supreme Court Operations Management Matter Creation and Assignment Matter Processing added
- January 2009 eFiling added
- January 2011 Electronic Document Management added
- July 2016 Public Document Access added
- December 2016 FIAS link terminated – new financial system implemented
- February 2019 TR contract signed for in-dept system discovery. Completed in June 2019

At this time, OJD’s appellate court case management system is comprised of four (4) distinct software components/vendors. C-Track (TR); OnBase data and document management (Hyland); ImageSoft which ties the two systems together; and NIC-USA provide the appellate court eFiling infrastructure through Oregon Department of Administrative Service (DAS). In 2007, OJD began to implement these detached systems as TR did not have a combined product that

supported a case management, financial, and document management/workflow. A mix of vendors/software was implemented to provide a complete solution which is used today. TR has a significant appellate court market share.

Goals of Appellate System Upgrade:

- Update the digital infrastructure
- Enhance existing functionality
- Provide a complete product (case management, document storage/retrieval),
- Convert OJD's appellate eFiling from DAS hosted to OJD hosted accommodating Self-Represented Litigants (SLRs),
- Lower overall system complexity, and
- Ability to take advantage of other investments in the product by TR and/or other states.

Adopted Mission Statement:

Enhance system stability by reducing system complexity. Implement a system that balances the need to maintain or appropriately replace current key functionality. Support court operations while remaining on an upgrade path with a product that will permit OJD to take advantage of future product enhancements. Expand online services to improve access to justice.

Identified timeline:

- Business process discovery – complete June 2019
- Contract with TR for services – tentative April 2021
- Code delivery, data migration, business process documentation – October 2021 through December 2022
- Final system testing, data migration, and QA February 2023-March 2023
- Staff Training June/July/August 2023
- Deployment September 2023

Oregon Judicial Department
Supervisor to Staff Span of Control
April 2021

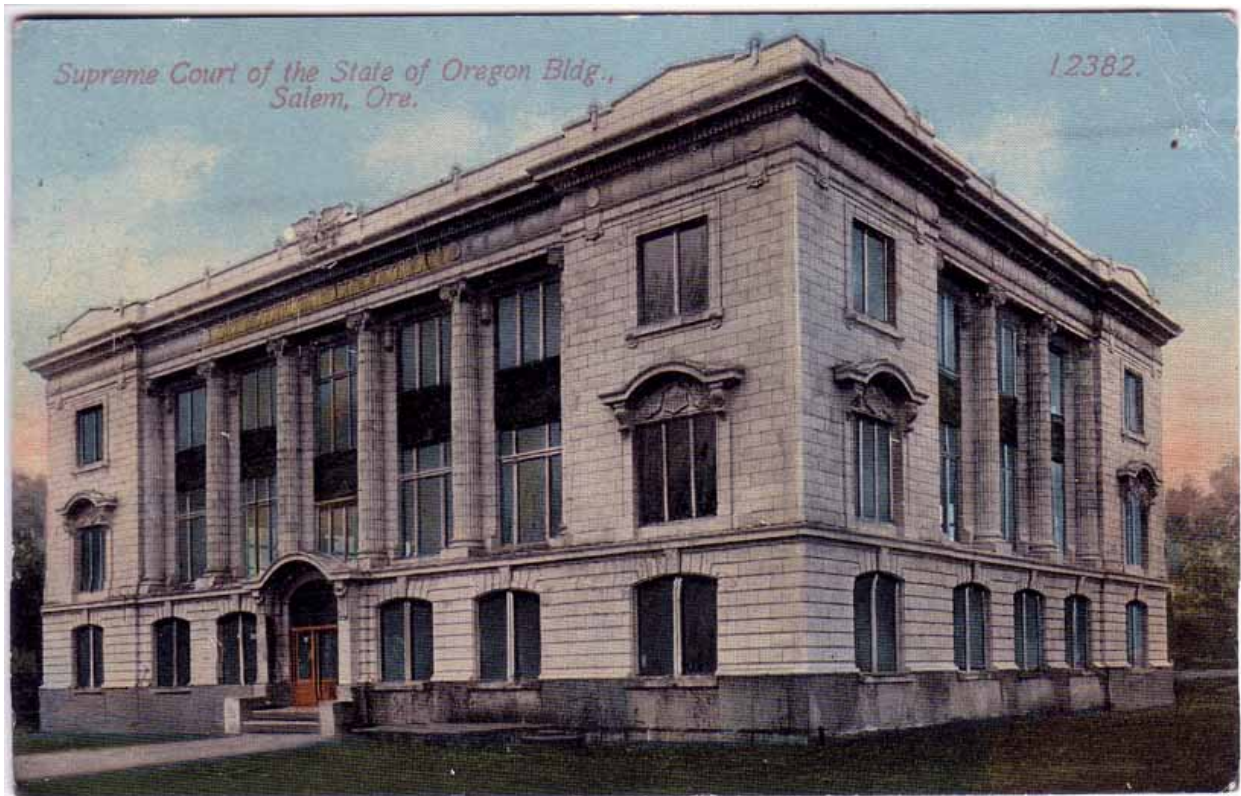
The OJD statewide ratio for 2021 is 1:10.21. The ratio comes from the following data pulled as of 04/01/2021:

- Total number of filled and vacant non-supervisory positions = 1541
- Total number of filled and vacant supervisory positions = 151

The report **does not** include:

- Temporary employees
- Pro-Tem Positions
- Judges

Supreme Court Building – Preservation and Seismic Retrofit



The Supreme Court Building, 1163 State Street in Salem, Oregon was designed by William C. Knighton and constructed in 1914, is approximately 54,000 square feet, and is comprised of three full floors, an attic and a basement. Currently, it is recognized as a significant historic building in the State's inventory. The building retains a remarkable amount of its original historic character throughout, including the main courtroom with a large ornate stained-glass skylight. The majority of surfaces throughout the building are clad in marble and well-detailed wood trim. Many of the operational systems within this historic building are either dated, inadequate, not energy efficient, or beyond their useful life.

The project, consisting of renovation and modernization of all interior systems, will deliver improvements towards converting the building to a seismically sound facility that meets life safety and code compliance standards with modern and energy efficient building systems that offer long-term value.

In 2014, OJD commissioned Hennebery Eddy Architects to study the building systems and provide options and recommendations needed to bring the building up to code as well as provide conceptual system upgrades that would create operational cost savings. The system-by-system approach resulted in a study that addressed making the building a 1) seismically sound facility, 2) modern and energy efficient, 3) life safety and code compliant, and 4) extending the life of the building through positive cost-benefit analysis of major components.

Product Scope Description

- **Seismic Upgrades** – Due to the building’s importance as the headquarters for the Judicial Branch and of the highest court in Oregon, the building will undergo an Immediate Occupancy level seismic upgrade. This ensures that the occupants not only survive a high-level seismic event, but that the Court may return to operational capacity very quickly. In addition, since it is the landmark for the Judicial Branch, its uniqueness requires consideration for resiliency beyond that of a typical office building.
- **Fire and Life Safety Systems** – Since the building’s construction in 1914, many advances have taken place in fire protection and safety concepts. Many of the listed scope items will be code mandated upgrades during the modernization. Upgrades include: egress routing path, guardrail/handrail improvements, interior skylight stabilization, emergency power additions, and fire sprinkler coverage additions.
- **Accessibility (ADA)** – Although these items would be code required for replacement during a modernization anyway, OJD values the accessibility of the spaces in both public and secure areas in its value of equity for all. The elevators also represent a maintenance concern as they are both past their useful life and virtually repair obsolete. Upgrades include: elevator modernization, door hardware modifications in non-historical applications, and bathroom and kitchenette upgrades to ADA standards.
- **Mechanical (HVAC)** – The HVAC equipment is at least 35 years old and some components are older. All have passed their useful life as well as have become repair obsolete. Care must be taken in decoupling the building’s

chilled water system from the shared chiller as it will impact the Justice Building operation. Upgrades include: boiler plant replacement, chiller plant independence from the Justice Building, climate controlled rare book room, and air handling systems replacement.

- **Electrical (Power and Lighting)** – Current power infrastructure is old and repair obsolete. In addition, operational budget savings realization will be maximized by re-lamping or replacing lighting fixtures and adding a lighting control panel with occupancy sensors. Upgrades include: complete power system replacement to include switchgear, conduit and wiring, receptacles, and light fixtures or lambing. In addition, emergency power generation will be added to the building.
- **Plumbing** – Piping throughout the building is very old and galvanized steel. This leads to rust and water pressure issues throughout the building. Water quality and consumption issues will be greatly improved through piping replacements. All minor equipment is well beyond its useful life and needs replacement, which will reduce risks of catastrophic failure as well as ongoing maintenance costs. Sustainability improvements will also reduce utility costs throughout the plumbing system. Upgrades include: complete piping replacement, domestic water heater replacement, bathroom fixture replacements / modifications, stormwater sustainability improvements, and pump replacements.
- **Fire Protection** – The fire protection system is old and does not provide enough coverage for the building. Some components are no longer manufactured, which increases risk to life and safety. Upgrades include: all new fire sprinkler system as well as a pre-action system for the rare books room.
- **Communication and Alarm** – The current fire alarm system is non-compatible with DAS' central system and could therefore be potentially un-monitored. Detectors do not exist in the elevator lobbies and audio/visual devices are not present in individual office areas. The data wiring is old and needs to be updated for addressable devices. These upgrades will, again, improve the fire and life safety capabilities for the occupants as well as

comply with current building codes. Upgrades include: additional smoke detectors, additional audio/visual alarm devices, and new wiring and fire alarm system.

- **Sustainability** – Energy efficient concepts and all utility reduction ideas were vetted throughout the design phase of the project pending budgetary allowance. These items were generally weighed by lifecycle costing and cost/benefit information prior to incorporation into the scope of work. Some of these items are mentioned within this product description.

Project construction began in February 2020 and is projected to be completed in the winter of 2022. Additional funding (\$5.3 million General Funds, \$27.8 million in bond funds) was authorized during the 2019-21 biennium to pay for rent, construction costs, and moving expenses. A final bond issuance (\$21.7 million) is requested for the 2021-23 biennium through policy option package #105. This project will provide the state with a seismically-sound 21st century Supreme Court building that has up-to-date, efficient, flexible, and sustainable internal systems that will serve the public well past the buildings 200th birthday in 2114.

Of particular importance, the Legislature provided \$5.3 million in General Funds in the 2019-21 biennium to cover costs not eligible to be paid with bond funds for the entire duration of the project. A large portion of those funds (\$3.2 million) will be spent in the 2021-23 biennium. The Legislature will therefore either need to allow the funding from 2019-21 to be carried forward into the new budget or re-appropriate that money as part of the OJD's 2021-23 biennium budget.