



OREGON JUDICIAL DEPARTMENT

2009 – 2013 Strategic Plan



MISSION STATEMENT

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

STATEMENT OF VALUES

Oregon courts provide justice and uphold the rule of law. We value:

- Fairness, equality, and integrity
- Openness and timeliness
- Independence, impartiality, and consistency
- Excellence, innovation, and accountability
- Respect, dignity, public service, and community well-being

A MESSAGE FROM THE CHIEF JUSTICE AND THE STATE COURT ADMINISTRATOR

Dear Friends of the Courts:

On behalf of the Oregon Judicial Department, we are pleased to present our initial Five-Year Strategic Plan for 2009-2013. This plan represents our collective best efforts to further a process that began in 1992 to take the Oregon court system well into the 21st century as we fulfill our constitutional duties and pursue our mission to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

When the Judicial Department outlined its vision in *Justice 2020: The New Oregon Trail* (1995) and updated that report in 2001, we set the court system's five long-term goals:

Access: Ensure access to court services for all people.

Trust and Confidence: Earn the public's enduring trust and confidence.

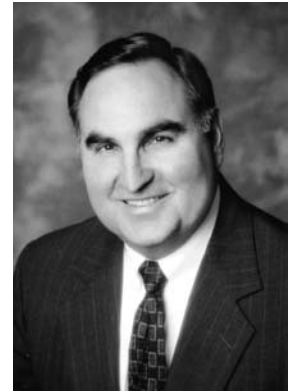
Dispute Resolution: Help people choose the best way to resolve their disputes.

Partnerships: Build strong partnerships with local communities to promote public safety and quality of life.

Administration: Make courts work for people.

Today, as we are taking historic steps toward meeting those long-held goals, 2020 is now less a vision than it is a fast-approaching horizon. With this strategic plan, however, we have every reason to welcome this next leg of our journey, challenging though it will be.

In the pages that follow, you will see how our vision is transforming the courts of today into the courts of tomorrow. Our primary effort is to implement "Oregon eCourt," a statewide web-based courthouse. Oregon eCourt will provide the public and our governmental partners 24-hour access to court information and services. As Oregon eCourt is phased in over the next several years, Oregon will become the first state to provide a statewide virtual courthouse, using technology to increase access to the courts, improve court efficiency, and ensure that judges have complete and timely information with which to make decisions. We will continue to work closely with the Legislative Assembly and other partners to create the tools necessary to meet the changing needs of Oregon's citizens and businesses, and to accomplish that vision transparently and cost-effectively.



Paul J. De Muniz
Chief Justice



Kingsley W. Click
State Court Administrator

As fundamental as Oregon eCourt is to the future of both the judiciary and Oregon's citizenry, our five-year strategic plan also addresses other critical needs. For example, we no longer can ignore the importance of Oregon's court facilities. Courthouses serve as a hub of civic activity, one that the public visits, uses, and relies upon every day. Just as courts preserve and enforce the rule of law, which is the foundation of American democracy, our courthouses must physically provide a safe and appropriate foundation for the services of a modern judicial system. Oregon's courthouses are unsafe and insufficient in many parts of the state, and require our urgent attention.

As an accountable branch of government and a responsible steward of public funds, we recognize that a comprehensive strategic plan is essential to meet our goals and the public's expectations. Toward that end, we identify our strategic priorities for the next five years and set out the ways in which we will turn those priorities into realities. Our plan provides a roadmap that addresses those critically important points that we must reach in the years ahead to not only maintain but to enhance the collective trust and confidence that has been placed in Oregon's judicial branch.

This is not just our plan, the Supreme Court's plan, the plan of Oregon's presiding judicial officers, or even a plan that judicial administrators have devised. Instead, and in the truest sense of the words, this is the **Oregon Judicial Department's Five-Year Strategic Plan**. As indebted as we are to the 22 people who participated in the leadership team to develop this plan, we also must commend the staff of the Oregon Judicial Department. When surveyed to comment on the draft plan, more than 84% of staff responded, and 1,110 of staff either suggested new recommendations or changes to proposed action items. Their combined thoughts and efforts truly make this document an expression of our collective vision and demonstrates the passion that our staff brings to the department's mission.

The Oregon judicial branch has been unified as a matter of *law* since 1983. Today, 25 years later, while the department remains appropriately diverse, we have become a unified branch as a matter of *fact*. We hope that you will support your state court system as we fulfill the judiciary's vision over the next five years.

Respectfully,



Paul J. De Muniz



Kingsley W. Click

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PLAN OVERVIEW

The Oregon Judicial Department built this five-year strategic plan by (1) starting with general propositions — goals that have long provided the focus of our judicial mission; (2) breaking down those overarching propositions into the key performance areas that best promote the goals that we have pledged to achieve; and, finally, (3) identifying within those performance areas the specific action items that we believe will enhance most effectively our performance and, consequently, allow us to realize our goals.

Those goals, which we have refined in this plan, are both statewide and familiar:

- 1. Protect Public Access to Justice**
- 2. Maintain Public Trust and Confidence**
- 3. Provide Quality and Timely Dispute Resolution**
- 4. Collaborate with Justice System Partners and Other Stakeholders**
- 5. Enhance Judicial Administration**

To achieve each of those five goals, our branch of government has identified a total of 15 key performance areas that we will emphasize over the next five years. And, within each of those 15 key performance areas, we have adopted as few as one and as many as four separate action items. Finally, with respect to the individual action items themselves, we have further refined those items into the following categories:

- 1. Those that are essential to the judicial function;**
- 2. Those that are strategically critical to the goals of the Judicial Department; and**
- 3. Those that, although important, appropriately should be addressed as time and resources allow.**

The plan sets out the individual action items in the following manners:

ESSENTIAL

There are two action items — the implementation of Oregon eCourt and our court facilities crisis — that are not bounded by the specific goals that the Judicial Department intends to accomplish through our five-year strategic plan. Instead, those two essential items span either all or most of our goals and, if not completed (with respect to Oregon eCourt) or meaningfully addressed (with respect to our courthouses), will undermine all the department's other efforts. Accordingly, those action items are presented up front and independently of the discussion that follows.

Strategically Critical

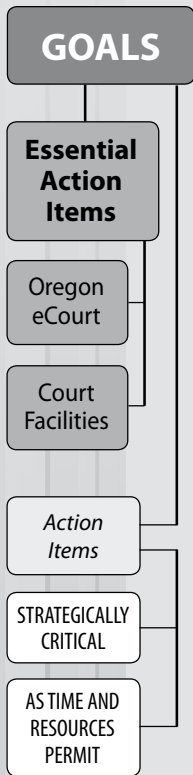
Our plan sets out what we have identified as the 21 strategically critical items for judicial action in **bold-faced type** under their appropriate key performance areas. We will address these strategically critical action items either after or, to the degree possible, along with the first two essential action items of Oregon eCourt and Court Facilities.

As Time and Resources Permit

We believe that each action item is important and worthy of implementation, but we also recognize the finite nature of both time and resources. In light of those realities, the remaining 17 action items most likely will be acted upon only as time and resources permit.

The scope and breadth of the action items that we have identified in this plan also suggest the multiple demands that we face. Those demands, which seldom are consistent, can come from federal or state statutes, from a heavy docket of increasingly complex cases, or simply from the institutional needs of a viable branch of government. Whatever those demands may be, the Oregon Judicial Department will remain prudent in allocating — that is, prioritizing — its resources over the next five years. Nevertheless, it is important for us to know that the people we serve understand that those demands are ever present.

PLAN GOALS



The strategic goals set out in this plan derive from and align closely with the vision and values that the Oregon Judicial Department has been developing since 1992. Those core principles were set out seven years ago in *Justice 2020: A Vision for Oregon's Courts* (2001). This five-year plan — for 2009 through 2013 — adopts a number of action items that the judiciary will use to focus that vision and implement those values. As our overarching departmental mission statement and statement of values demonstrate, the Oregon court system has a strong and continued commitment to providing justice and serving Oregonians.

To advance our mission statement, statement of values, and vision for the Oregon court system, we have set the following as our goals:

GOAL 1: **PROTECT PUBLIC ACCESS TO JUSTICE**

Oregon's courts are committed to providing equal access, ensuring fairness, and enforcing the rule of law. Everyone has a right to accessible justice. Our courts provide all people with the help and information that they need to resolve their disputes quickly and fairly, and at a reasonable cost. We help to secure legal representation for those who need it and to assist those who represent themselves. Oregon courts strive to be safe, easy to use, free from barriers, and culturally responsive. County courthouses will continue to stand as symbols of assurance that justice will remain available to everyone throughout the state. Our courts will use state-of-the-art technology to ensure that the services that we provide meet people's diverse needs.

GOAL 2: **MAINTAIN PUBLIC TRUST AND CONFIDENCE**

Preserving and enforcing the rule of law is one of the cornerstones of our democracy. Oregon's courts strive to be impartial, fair, and accountable. As an equal branch of government, we work closely with the executive and legislative branches to ensure justice for all, to preserve the traditional judicial function, and to secure adequate resources to fulfill our responsibilities. The Oregon court system supports judicial operations in every county by providing coordinated services related to technology, court improvement, and education.

GOAL 3:

PROVIDE QUALITY AND TIMELY DISPUTE RESOLUTION

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

GOAL 4:

COLLABORATE WITH JUSTICE SYSTEM PARTNERS AND OTHER STAKEHOLDERS

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

GOAL 5:

ENHANCE JUDICIAL ADMINISTRATION

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

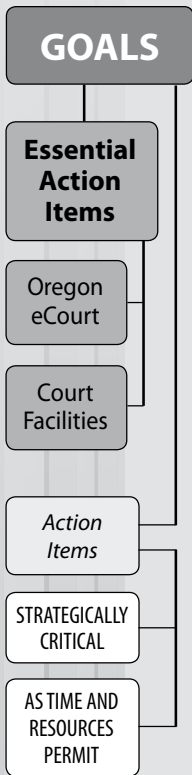
OREGON eCOURT

Oregon eCourt will transform how our court system serves the people of this state. It is our primary statewide undertaking for the next five years, the largest technology program that we have ever taken in support of our judges and courts, and has received both support and funding from the Oregon Legislative Assembly. Oregon eCourt is the forefront of the state court system's strategic plan. The scope of this major initiative described in the pages that follow addresses, supports, and enhances every one of the five goals that we have set for ourselves.

Oregon eCourt will implement technology to shift the present paper-based system to a digital universe of information and services. That technology will transform how private businesses, public agencies, and individuals obtain information and services from our courts. It will transform how judges, court staff, and consumers of judicial services work. From the limits of a paper document available at a single courthouse during an eight-hour business day, Oregon eCourt will provide an open forum available 24 hours a day, every day of the year, for documents, court information, and case-related filing and payment services.

Oregon eCourt will produce those results by constructing a standard technology infrastructure in our courthouses to give judges and staff the information management resources that they need to provide just, prompt, and safe resolution of disputes; improve public safety; enhance the quality of life in our communities; and make a difference in the lives of children and families in crisis. For example, eCourt will provide the following:

- **A single web portal for access to any court, at any time, from anywhere, for eFiling, obtaining information about court programs and services, and making payments**
- **Web-based services such as multilingual guides, fill-in-the-blank court forms, and self-help centers**
- **Web access to court documents, calendars, case records, exhibits, and other digital content**
- **Video court appearances from any place with an internet connection, a camera, and bandwidth**
- **Video conferencing for trainings and meetings**
- **Wireless web access in every courthouse**
- **Standardized business processes across the state**



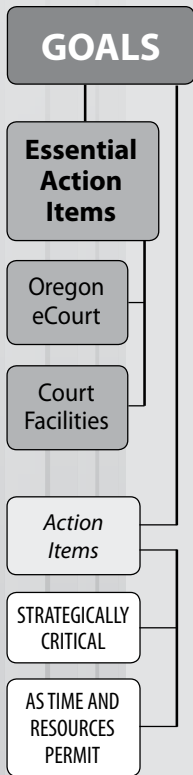
Those features will combine to enhance the public’s trust and confidence in the Oregon court system by enriching judicial administration, improving both the quality and timeliness of dispute resolution, expanding access to justice, and permitting more efficient collaboration with our justice system partners and other stakeholders — all in the service of responsible stewardship of public resources and excellence in the achievement of our public missions. At the same time, Oregon eCourt will not replace in-person services at a physical courthouse. Those traditional services will remain available, just as they are today, and hearings and trials will continue to convene in courthouses across the state and be open to the public.

In short, Oregon eCourt is the most comprehensive electronic court effort undertaken in a state court system in the United States. Its successful implementation lies at the core of our vision for Oregon’s courts.

COURT FACILITIES

Oregon has a significant court facilities problem. The inadequacy of many of the 50-plus court facilities across the state has been both documented (*Report on Oregon Court Facilities, 2006; Court Facility Assessments, 2008*) and broadly acknowledged but not yet addressed. The difficulties impact not only the ability of judges and staff to perform their jobs effectively, but, in several counties, threaten lives in the event of a catastrophe. The problem has reached crisis proportions in many counties. Adequate court facilities are essential to maintain the judicial branch as a cornerstone of our constitutional democracy and to the justice system’s obligation to preserve and enforce the rule of law.

Even a quick review of our court facilities statewide reveals the following deficiencies: one courthouse — this state’s largest and most heavily used — that likely will crumble onto several thousand citizens during even a modest earthquake; one courthouse that loses its electricity several times a year, sometimes for several days at a time; one courthouse in which the judge has difficulty seeing the jury; one courthouse in which people must go to another building to use a restroom; and many courthouses that are so overcrowded that they cannot meet the demands of their growing populations. In some counties, dangerous electrical systems cannot support modern technology and run-down and inadequate heating and plumbing systems threaten health and safety. Serious overcrowding is the rule, rather than the exception. In 2004, the United States Supreme Court ruled that courts have a special responsibility under the United States Constitution to ensure physical access to their facilities; too many of Oregon’s court facilities are unable to meet that responsibility.



The judicial branch does not have a single iconic building that represents the institution; rather, it is symbolized in every county by a county courthouse that provides continuous assurance that justice is available to everyone in every community. In many communities, not only does the courthouse symbolize the availability of justice to all, but it also provides the seat of county government and the focal point of community life. Today, however, that symbol is often a tarnished one, and the focus is an eyesore rather than a beacon.

When the legislature decided 30 years ago to assume responsibility for funding court operations, counties retained responsibility for maintaining, refurbishing, and replacing courthouses. The availability of adequate court facilities, however, should not turn on local political interests, the wealth or lack of wealth in a county, or the competing local needs of the moment. Even so, that division of responsibility also creates unique opportunities for imaginative and mutually beneficial solutions for all Oregonians.

In the next five years, our branch of government must continue to work in association with the legislature, the governor, the counties, and the bar to develop and implement a long-term statewide court facilities funding system to upgrade court facilities across the state. The strategy must respond to all interests, account for the unique circumstances of each county, and reflect the statewide interests in a fully functioning judicial system.

Goal 1:

Protect Public Access to Justice

Oregon's courts are committed to providing equal access, ensuring fairness, and enforcing the rule of law. Everyone has a right to accessible justice. Our courts provide all people with the help and information that they need to resolve their disputes quickly and fairly, and at a reasonable cost. We help to secure legal representation for those who need it and to assist those who represent themselves. Oregon courts strive to be safe, easy to use, free from barriers, and culturally responsive. County courthouses will continue to stand as symbols of assurance that justice will remain available to everyone throughout the state. Our courts will use state-of-the-art technology to ensure that the services that we provide meet people's diverse needs.

Key Performance Areas

USER-FRIENDLY COURTS

To ensure that everyone has an opportunity to be heard and has meaningful access to dispute resolution, Oregon courts must continue to explore and understand the ever-changing dynamics of Oregon's population. We must expand and enhance our current educational materials to inform participants about court processes. Our courts must have dignified, secure, and accessible physical facilities. Across the nation, courts are experiencing an increasing number of unrepresented persons. In Oregon, for example, 86 percent of marriage dissolution or separation cases involve at least one unrepresented party.

Action Items

STRATEGICALLY CRITICAL

Improve the scope and quality of services for self-represented litigants through both staff training to improve customer service and the development of user-friendly, multilingual court forms and guides

AS TIME AND RESOURCES PERMIT

Encourage access to and use of no-cost and low-cost legal services

Develop judicial and staff education programs on issues involving unrepresented persons and individuals who have difficulty accessing the courts

GOALS

Essential Action Items

Oregon eCourt

Court Facilities

Action Items

STRATEGICALLY CRITICAL

AS TIME AND RESOURCES PERMIT

COURT INTERPRETERS

More than 100 languages are spoken in Oregon's courts. Each court must be able to provide the highest quality linguistic assistance to enhance understanding and to permit meaningful contributions to court proceedings. We need ethical, highly skilled interpreters and educated judges, court staff, lawyers, and community partners.

Action Items

STRATEGICALLY CRITICAL

Improve and expand, through the use of technology and other means, the availability, distribution, and scheduling of qualified court interpreting services

AS TIME AND RESOURCES PERMIT

Increase the number of languages for which a certification or registration process is available to ensure quality interpreter services

Goal 2:

Maintain Public Trust and Confidence

Preserving and enforcing the rule of law is one of the cornerstones of our democracy. Oregon's courts strive to be impartial, fair, and accountable. As an equal branch of government, we work closely with the executive and legislative branches to ensure justice for all, to preserve the traditional judicial function, and to secure adequate resources to fulfill our responsibilities. The Oregon court system supports judicial operations in every county by providing coordinated services related to technology, court improvement, and education.

Key Performance Areas

VULNERABLE PERSONS

Our courts were founded on the proposition that everyone is equal before the law. Judges make critically important decisions that affect the lives of our children, their families, and our most vulnerable adults.

Action Items

STRATEGICALLY CRITICAL

Provide resources and training to judges and staff on domestic violence, elder abuse, child development, adult protective proceedings, and mental health

Ensure that courts have the tools and information necessary to respect and enforce the constitutional rights of crime victims

GOALS

Essential Action Items

Oregon eCourt

Court Facilities

Action Items

STRATEGICALLY CRITICAL

AS TIME AND RESOURCES PERMIT

JUROR EXPERIENCE

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

Action Items

STRATEGICALLY CRITICAL

Evaluate and expand programs aimed at increasing the number of citizens responding to jury summonses and improving the quality of jurors' experiences, for example, through the use of "one-trial or one-day"

AS TIME AND RESOURCES PERMIT

Work with bar associations to establish and advance best practices for jury trials in local jurisdictions

COURT SECURITY AND BUSINESS CONTINUITY

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

Action Item

STRATEGICALLY CRITICAL

Implement the statewide security, emergency preparedness, and business continuity plans, and continue developing and testing local and division plans

FINANCIAL ACCOUNTABILITY

The Oregon Legislative Assembly sets the budget for the state court system. Resources, however, are rarely sufficient to meet all the demands for court services. Consequently, the judiciary must allocate expenditures to maximize value to the courts, the public, and the public safety system.

Action Items

STRATEGICALLY CRITICAL

Develop programs to improve the effective collection of monetary orders – restitution, fines, and fees – and compliance with related court orders to increase individual accountability to the justice system, victims, and society

Develop a robust management system that allows for projection, analysis, and reporting of budgets and expenditures at a variety of organizational levels

PUBLIC OUTREACH

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

Action Items

STRATEGICALLY CRITICAL

Expand outreach efforts designed to enhance public understanding of the judiciary and its processes

AS TIME AND RESOURCES PERMIT

Promote the court system’s vision and strategic planning process to the community

GOALS

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Goal 3:

Provide Quality and Timely Dispute Resolution

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

Key Performance Areas

CASEFLOW MANAGEMENT

Oregon courts recognize the importance of minimizing delay — from case filing to final disposition — and strive to manage cases according to the Oregon Standards of Timely Disposition. Litigants and witnesses must be able to count on court dates. Oregon courts must continue to offer a wide array of options for conflict resolution. Alternatives short of trial may produce the best results for particular litigants, use fewer resources, and provide more timely resolution of cases.

Action Items

 STRATEGICALLY CRITICAL

Update and ensure compliance with the Oregon Standards of Timely Disposition by implementing local best practices for caseflow management

Offer the full range of dispute resolution options to resolve cases before trial

 AS TIME AND RESOURCES PERMIT

Continue dispute resolution education for judges, litigants, and the public

COURT TECHNOLOGY

Technology has altered dramatically the way in which businesses, government, and individuals function. Oregon courts are adapting to those changes.

Action Items

STRATEGICALLY CRITICAL

Ensure that every court and courtroom meets baseline technology standards for providing audio, video, and telephonic capabilities, and for creating and maintaining accurate court records

AS TIME AND RESOURCES PERMIT

Work with law enforcement to develop and expand the use of citations that are electronically generated and eFiled

Promote and expand the use of technology for staff and judicial training and meetings

COMMERCIAL COURTS

Oregon courts are committed to the needs of the business sector for fair, efficient, and timely resolution of disputes. Commercial courts provide the judicial oversight and expertise needed to resolve complex commercial disputes.

Action Items

STRATEGICALLY CRITICAL

Create a statewide pool of judges trained to manage complex litigation and expand the availability of commercial courts in Oregon

AS TIME AND RESOURCES PERMIT

Ensure that appropriate courtroom space and staff are available for complex litigation

GOALS

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Goal 4:

Collaborate with Justice System Partners and Other Stakeholders

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

Key Performance Areas

TREATMENT COURTS

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

Action Items

STRATEGICALLY CRITICAL

Create an adequate and stable system of staffing and funding for existing and future treatment courts

AS TIME AND RESOURCES PERMIT

Work with nationally recognized research institutions and Oregon stakeholders to evaluate treatment courts and analyze recidivism rates for those who successfully complete treatment courts compared to those whose cases are processed through the traditional court system

Develop multidisciplinary training for treatment court members and educational materials for the public and the media on treatment courts

Develop a statewide annual report for treatment courts

JUVENILE PROGRAMS

Juvenile courts were the first type of specialized judicial intervention intended not only to adjudicate but also to oversee a process for rehabilitating youth and improving future conduct. They hold parents and social workers mutually accountable for their participation in the process of supporting and encouraging changes in family dynamics. Juvenile courts also hold juvenile corrections staff and youth mutually accountable for participation in rehabilitative services. Active judicial involvement is necessary and increases the likelihood of successful outcomes for children, youth, and families.

Action Items

STRATEGICALLY CRITICAL

Advance the goals of the Juvenile Court Improvement Program to improve the safety, permanency outcomes, and well-being of children in dependency cases

Develop tools and training to improve the handling of delinquency cases and to address over-representation of minorities in dependency and delinquency cases

AS TIME AND RESOURCES PERMIT

Support a robust and well-trained Citizen Review Board volunteer program for reviewing case plans for children in foster care

GOVERNMENT PARTNERS

The legislative and executive branches of state government enact the statutory framework within which courts operate, recommend and appropriate judicial funding, and assist both directly and indirectly in the enforcement of court judgments. Moreover, local and state agencies continually interact with courts across a broad spectrum of activities. It is essential that, as one of the branches of state government, we continue to collaborate and communicate with our governmental partners to ensure that Oregon's judiciary remains both vital and responsive.

Action Items

STRATEGICALLY CRITICAL

Improve information sharing with the legislature and other governmental entities

Improve information sharing with other stakeholders in the justice system and increase the judiciary's involvement in intergovernmental committees

GOALS

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Goal 5:

Enhance Judicial Administration

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

Key Performance Areas**PERFORMANCE MEASURES**

The Oregon court system is recognized nationally for developing a comprehensive statewide performance measurement system that is focused on continually improving court operations. Court leaders need ready access to information that allows them to evaluate and manage court operations. We promote a performance measurement system that communicates a clear, simple, and penetrating business purpose, and provides the right information to the right people at the right time.

Action Items

STRATEGICALLY CRITICAL

Develop and implement methods to assess the needs and performance of the judiciary and to educate personnel on using performance data to identify and improve workflow and outcomes

AS TIME AND RESOURCES PERMIT

Use software tools to monitor and evaluate performance data

HUMAN RESOURCES

Oregon's courts are committed to leadership in applying effective management principles. Our goal remains not only to maintain but to enhance the judicial branch by combining talent, technology, and organizational design. We are committed to finding new ways of mobilizing talent, allocating resources, and addressing the health and well-being of court personnel and volunteers.

Action Items

STRATEGICALLY CRITICAL

Enhance knowledge, skills, and abilities in the area of court administration for judges and managers throughout the court system

Develop and implement career-ladder planning and development programs and opportunities for all court and administrative staff

AS TIME AND RESOURCES PERMIT

Develop and implement programs that address needs relating to the health, well-being, and personal security of judges, staff, and volunteers

Recruit and hire staff that reflect the ethnic and cultural diversity of those who interact with the court

Update judicial and staff workload studies to reflect the changing work of courts

STRATEGIC PLAN LEADERSHIP TEAM

The Honorable Paul J. De Muniz

Chief Justice
Oregon Supreme Court
Leadership Team Co-Chair

The Honorable Karsten H. Rasmussen

Lane County Circuit Court
Leadership Team Co-Chair

Kingsley W. Click

State Court Administrator

The Honorable Thomas A. Balmer

Associate Justice
Oregon Supreme Court

The Honorable David V. Brewer

Chief Judge
Oregon Court of Appeals

The Honorable Henry C. Breithaupt

Oregon Tax Court

The Honorable Lindi L. Baker

Presiding Judge
Josephine County Circuit Court

The Honorable Richard L. Barron

Presiding Judge
Coos/Curry Counties Circuit Courts

The Honorable William D. Cramer, Jr.

Presiding Judge
Grant/Harney Counties Circuit Courts

The Honorable Daniel L. Harris

Jackson County Circuit Court

The Honorable Marco A. Hernandez

Washington County Circuit Court

The Honorable Lorenzo A. Mejia

Jackson County Circuit Court

The Honorable Thomas J. Rastetter

Clackamas County Circuit Court

The Honorable James L. Rhoades

Presiding Judge
Marion County Circuit Court

The Honorable Katherine Tennyson

Multnomah County Circuit Court

The Honorable Russell B. West

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Trial Court Administrator
Malheur County Circuit Court

Roy Blaine

Trial Court Administrator
Umatilla/Morrow Counties Circuit Courts

Beverly Lutz

Trial Court Administrator
Tillamook County Circuit Court

Ernest J. Mazorol III

Trial Court Administrator
Deschutes County Circuit Court

Leola McKenzie

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The strategic plan is available online at www.ojd.state.or.us. A limited number of printed copies are available. To request a copy, contact the Executive Services Division of the Office of the State Court Administrator (503) 986-5500. To request the plan in an alternative format, contact the Statewide ADA Coordinator at (503) 986-5611.

For information about the strategic plan, please contact the Court Programs and Services Division: Alice Phalan, Planning and Evaluation Manager at (503) 986-5935 or alice.b.phalan@ojd.state.or.us.

2009-2013 ACTION ITEMS

Essential

Oregon eCourt • Court Facilities

Strategically Critical

- Improve the scope and quality of services for self-represented litigants through both staff training to improve customer service and the development of user-friendly, multilingual court forms and guides
- Improve and expand, through the use of technology and other means, the availability, distribution, and scheduling of qualified court interpreting services
- Provide resources and training to judges and staff on domestic violence, elder abuse, child development, adult protective proceedings, and mental health
- Ensure that courts have the tools and information necessary to respect and enforce the constitutional rights of crime victims
- Evaluate and expand programs aimed at increasing the number of citizens responding to jury summonses and improving the quality of jurors' experiences, for example, through the use of "one-trial or one-day"
- Implement the statewide security, emergency preparedness, and business continuity plans, and continue developing and testing local and division plans
- Develop programs to improve the effective collection of monetary orders – restitution, fines, and fees – and compliance with related court orders to increase individual accountability to the justice system, victims, and society
- Develop a robust management system that allows for projection, analysis, and reporting of budgets and expenditures at a variety of organizational levels
- Expand outreach efforts designed to enhance public understanding of the judiciary and its processes
- Update and ensure compliance with the Oregon Standards of Timely Disposition by implementing local best practices for caseflow management
- Offer the full range of dispute resolution options to resolve cases before trial
- Ensure that every court and courtroom meets baseline technology standards for providing audio, video, and telephonic capabilities, and for creating and maintaining accurate court records
- Create a statewide pool of judges trained to manage complex litigation and expand the availability of commercial courts in Oregon
- Create an adequate and stable system of staffing and funding for existing and future treatment courts
- Advance the goals of the Juvenile Court Improvement Program to improve the safety, permanency outcomes, and well-being of children in dependency cases
- Develop tools and training to improve the handling of delinquency cases and to address over-representation of minorities in dependency and delinquency cases
- Improve information sharing with the legislature and other governmental entities

- Improve information sharing with other stakeholders in the justice system and increase the judiciary's involvement in intergovernmental committees
- Develop and implement methods to assess the needs and performance of the judiciary and to educate personnel on using performance data to identify and improve workflow and outcomes
- Enhance knowledge, skills, and abilities in the area of court administration for judges and managers throughout the court system
- Develop and implement career-ladder planning and development programs and opportunities for all court and administrative staff

As Time and Resources Permit

- Encourage access to and use of no-cost and low-cost legal services
- Develop judicial and staff education programs on issues involving unrepresented persons and individuals who have difficulty accessing the courts
- Increase the number of languages for which a certification or registration process is available to ensure quality interpreter services
- Work with bar associations to establish and advance best practices for jury trials in local jurisdictions
- Promote the court system's vision and strategic planning process to the community
- Continue dispute resolution education for judges, litigants, and the public
- Work with law enforcement to develop and expand the use of citations that are electronically generated and eFiled
- Promote and expand the use of technology for staff and judicial training and meetings
- Ensure that appropriate courtroom space and staff are available for complex litigation
- Work with nationally recognized research institutions and Oregon stakeholders to evaluate treatment courts and analyze recidivism rates for those who successfully complete treatment courts compared to those whose cases are processed through the traditional court system
- Develop multidisciplinary training for treatment court members and educational materials for the public and the media on treatment courts
- Develop a statewide annual report for treatment courts
- Support a robust and well-trained Citizen Review Board volunteer program for reviewing case plans for children in foster care
- Use software tools to monitor and evaluate performance data
- Develop and implement programs that address needs relating to the health, well-being, and personal security of judges, staff, and volunteers
- Recruit and hire staff that reflect the ethnic and cultural diversity of those who interact with the court
- Update judicial and staff workload studies to reflect the changing work of courts

2009-2013 GOALS AND KEY PERFORMANCE AREAS

Goal 1: **Protect Public Access to Justice**

User-Friendly Courts
Court Interpreters

Goal 2: **Maintain Public Trust and Confidence**

Vulnerable Persons
Juror Experience
Court Security And Business Continuity
Financial Accountability
Public Outreach

Goal 3: **Provide Quality and Timely Dispute Resolution**

Caseflow Management
Court Technology
Commercial Courts

Goal 4: **Collaborate with Justice System Partners
and Other Stakeholders**

Treatment Courts
Juvenile Programs
Government Partners

Goal 5: **Enhance Judicial Administration**

Performance Measures
Human Resources

