



Oregon Judicial Branch

Strategic Campaign | 2020-23



Final Report

December 2023

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Executive Summary - Meagan A. Flynn, Chief Justice, Oregon Supreme Court



Meagan A. Flynn
Photo by Jon House

The mission of Oregon's Judicial Branch is to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence. We keep that mission at the fore in all we do. But that alone is not enough.

It is essential that we take a systematic and intentional approach to advance that mission. To do that, we adopted our Strategic Campaign 2020-2021 and renewed that plan to extend through 2023. In that plan, we made four commitments to the people of Oregon and undertook 19 initiatives to fulfill them.

The plan allowed us to focus on the actions we identified as most critical to advancing our mission, while also providing flexibility should it be necessary to respond to emerging issues. We were fortunate that it did. Just after we adopted our Strategic Campaign, the COVID-19 pandemic hit, and we had to determine how to continue to provide justice services safely.

We had to adjust our operations and our expectations, but I am proud to report that our focus and flexibility allowed us to do more than just keep our courts open or just maintain the status quo. As the following summary demonstrates, we have been able to achieve or make significant progress on all our commitments and related initiatives.

Commitment 1: Improving services and outcomes for people who are underserved, vulnerable, or marginalized.

- We made significant progress in meeting the needs of people with **mental and behavioral health** challenges. We secured statutory changes and funding and explored new ways to assist those involved in both the behavioral health and justice systems.
- We found multiple ways to reduce the negative impact of court **finances and fees**. We reduced sanctions and collections during the pandemic, restructured payment processes, and waived tens of millions in unpaid, and largely uncollectible, court fines and fees.
- We launched a **juvenile delinquency improvement program** and a **conservatorship pilot project** for cases involving protected persons.
- We added grant funding, support, and improvements for **specialty treatment courts** for families, veterans, and people dealing with substance use or mental health issues.
- We worked with stakeholders to make Oregon's **pretrial release system** more effective and consistent statewide.

Commitment 2: Improving access to justice by eliminating barriers and simplifying processes.

- We worked with stakeholders to better support **self-represented litigants** by offering more remote help services and supporting the launch of a renewed legal help website.

- We began offering **remote hearings** during the COVID-19 pandemic and upgraded multiple **technology** systems to improve court processes.
- We initiated multiple strategies to recruit more **language interpreters** and we increased **translations** of court materials.

Commitment 3: Enhancing the public’s trust and confidence in Oregon’s judicial branch.

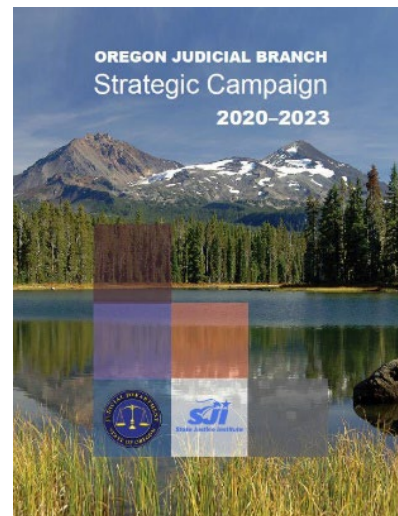
- We launched multiple **community outreach and engagement** initiatives to listen and respond to the needs of those who rely on our courts.
- We developed **data-driven performance measures and multiple online data dashboards** to improve reporting, management, and transparency. This included dashboards tracking the number of unrepresented people and defense attorney caseloads.
- We secured nearly \$44.8 million in **grant funding** to improve court services and start new programs.

Commitment 4: Creating a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming.

- We created an **Office of Engagement, Equity, and Inclusion** and developed multiple outreach and education programs for judges, staff, court security, and the public.
- We launched initiatives to enhance **workplace collaboration, training, and wellness**.

We are proud of the work we accomplished during the last four years, but we also recognize that many of these initiatives address issues that are ongoing. We already are working on a plan for the next four years, called the Justice Campaign, where will refine our existing commitments while mapping out new initiatives.

By rededicating ourselves to our commitments — and by working collaboratively within the state courts, with the legislative and executive branches, and with community partners across the state — we will be well-positioned to address critical challenges, increase public trust and confidence in our courts, and improve justice services for all.





Strategic Campaign Commitments 2020-2023

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 2



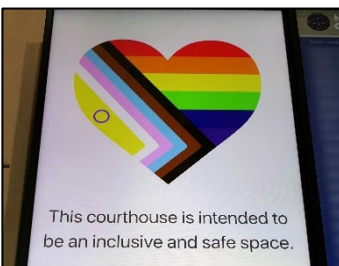
We will improve access to justice by eliminating barriers; continuing to simplify and streamline our processes and forms; enhancing service options; leveraging technology; improving interpreter services; and advocating for resources to keep courts open, safe, and secure.

Commitment 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 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 1 Initiatives

Initiative 1.1 - Behavioral Health

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 are being addressed.



While significant challenges remain in Oregon’s behavioral health systems, the courts are well-positioned to assist in the state’s efforts to resolve the remaining issues. Courts see firsthand how system gaps impact individuals and communities, and we look forward to continued engagement in this area so that we can make lasting gains.

Accomplishments

- Secured legislative support for statutory changes and funding dedicated to improving Oregon’s behavioral health system.
- Convened an online Behavioral Health Summit to envision an integrated behavioral health and justice system that meets the needs of adults involved in these systems.
- Developed statewide orders and data entry protocols informed by data analytics.
- Created the Behavioral Health intranet site with a range of resources for courts.
- Led a multi-stakeholder initiative to explore the development of regional behavioral health centers.
- Launched OJD Behavioral Health Newsletter, *The Intersect*, to highlight issues at the intersection of the behavioral health and justice systems.
- Participated in a Clatsop County initiative, “State Justice Institute Behavioral Health Criminal Case Processing Community of Practice – Exploring Person-Centered Justice in the Courts.” The initiative explored pre-trial identification and evaluation of people with behavioral health issues; wraparound community services; and development of services to divert people from the criminal justice system.
- Participated in the National Center for State Courts Criminal Case Processing Learning Collaborative in Marion County, which focused on the intersection of behavioral health and criminal justice case processing.
- Created a Leadership Coordination Committee that brought together the co-chairs and staff of all statewide committees, councils, and workgroups focused on the intersection of the behavioral health and justice systems.

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- Planned a statewide Aid and Assist Summit to educate judges and court staff on recent changes to Oregon's aid and assist laws. The program was cancelled due to the pandemic, but the materials are available on OJD's intranet.
 - Developed performance measures to track OJD's progress in meeting the needs of individuals with behavioral health issues.
 - Led change at the state and national level through participation in the National Judicial Task Force to Examine State Courts' Response to Mental Illness. State Court Administrator Nancy Cozine co-chaired the criminal justice workgroup, which also included the Honorable Judge Nan Waller from Multnomah County Circuit Court.

Initiative 1.2 - Fines and Fees

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



Courts have long struggled with extraordinary amounts of uncollectable debt. In 2018, the amount of outstanding court debt reached almost \$1.8 billion. Today, that amount has been reduced to just over \$1.5 billion, the lowest amount in almost a decade. More importantly, the number of people negatively impacted by outstanding court debt has been dramatically reduced. This initiative, along with decisive actions from the Governor and the legislature, resulted in the reduction or removal of fees in over 800,000 cases.

Accomplishments

- Reduced garnishments, punitive sanctions, and other collections during the pandemic.
- Developed and secured passage of legislation to improve equity and fairness in imposing and collecting court-ordered financial obligations.
- Restructured collection referral processes and payment plan fees to increase opportunities for collection while reducing negative impacts.
- Developed data-driven approaches to fines/fees, collections, and outstanding debt.
- Launched a Fines & Fees Resource Center intranet site with training materials, national best practices, and bench guides.
- Implemented Chief Justice Order 21-043, which directed courts to waive the remaining balance of payment plan fees imposed prior to March 2020, a total of \$90.8 million.
- Implemented an Oregon Uniform Trial Court Rule to simplify the process for people to request modifications of fines and fees.
- Developed and secured legislation to give courts the discretion to waive a minimum fine for a violation when the court determines that requiring payment of the minimum fine would be inconsistent with justice.
- Developed automated processes to seal and remove from public access more than 47,000 marijuana possession cases in response to former Gov. Kate Brown's executive order to pardon those cases. OJD removed \$14.3 million in unpaid court fines and fees.
- Allowed people to request a payment plan through online eCVB (Electronic Central Violations Bureau) and eFile (using the Guide and File payment plan form).
- Removed \$1.8 million in financial obligations in response to former Gov. Kate Brown's executive order related to fine remissions for qualifying violation cases.
- Removed \$8.4 million in qualifying fees, fines, and costs associated with juvenile delinquency matters, in response to Senate Bill 817 (2021).

Initiative 1.3 - Conservatorship Pilot Project

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.



Before the conservatorship project, Oregon, like many states, was concerned about its inability to monitor and provide appropriate oversight of cases involving protected persons. With the launch and expansion of this program, courts now have mechanisms to better protect some of our most vulnerable citizens.

Accomplishments

- Secured grant funding to conduct a self-assessment of the statutory and procedural protective proceeding framework and improve protections for people who need assistance making life decisions.
- Created an evaluation plan to identify current monitoring practices across the state.
- Conducted interviews and a needs assessment to identify current conservatorship auditing practices and gaps in services.
- Created a stakeholder advisory committee to guide and oversee implementation of the Administration for Community Living grant and pilot project.
- Launched pilot program in September 2022, including business processes, data entry and communication protocols, audit procedures, and performance measures.
- Developed and disseminated regular data reports to document progress towards measurable outcomes and guide intervention decisions.

Initiative 1.4 - Juvenile Delinquency Improvement Program



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

Oregon has long benefitted from federal funding that allows courts to offer specialized training and support to improve its practices in juvenile dependency (child welfare) cases. But funding historically was not provided for the purpose of improving practices in juvenile delinquency cases, making it difficult for Oregon to ensure that it was complying with national best practices and achieving the best outcomes possible in delinquency cases. With funding now secured, we look forward to continuing to improve our work with children, families, victims, and communities.

Accomplishments

- Secured resources to launch a multidisciplinary stakeholder Juvenile Delinquency Improvement Program (JDIP).
- Conducted a multidisciplinary webinar, “Brain Science and the Developmental Approach to Juvenile Justice,” with Dr. Shannon Myrick and Erin Fuimaono from the Oregon Youth Authority.
- Established a JDIP Advisory Committee with key stakeholders and dedicated support.
- Encouraged judicial attendance at the National Juvenile Defender Center webinar on the key findings of their assessment of Oregon juvenile defense counsel practices.
- Developed future activities for the JDIP Advisory Committee and formal processes to improve communication and policies between courts, agencies, and system partners.
- Worked with the National Training and Technical Assistance Center from the Office of Juvenile Justice and Delinquency Prevention to assist the JDIP.
- Worked with a team of judges and court staff to develop best practice documents, bench cards, and business processes, and conduct training related to the implementation of SB 1008 (2019).
- Hosted a system-wide delinquency summit to deliver educational content and provide a forum for collaboration among stakeholders.
- Worked to analyze data, performance, and outcome measures related to juvenile delinquency cases.
- Coordinated with the Council for State Governments and National Council of Juvenile and Family Court Judges to do a comprehensive assessment of the Oregon juvenile delinquency system.
- Received a federal grant to help with JDIP’s goals of creating a process to bring in the voices of youth and families with lived experiences, implementing pilot model court teams in circuit courts, and providing resources to develop more robust juvenile delinquency-specific educational material.

Initiative 1.5 - Problem-Solving Courts

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



According to All Rise (formerly the National Association of Drug Court Professionals), treatment courts are the most successful intervention for leading people living with substance use and mental health disorders out of the justice system and into lives of recovery and stability. **Of those who graduated from Oregon’s treatment courts in 2021, 93% have had zero justice system reinvolverment — no new circuit court charges have been filed since their graduation.**¹ National research also shows that specialty courts are most effective for high-risk/high-need individuals.² We have more work to do but made significant advances during the last four years.

Accomplishments

- Increased access to Family Treatment Courts (FTCs).
 - Obtained a \$1.75 million federal grant.
 - Helped Lincoln, Coos, Clatsop, Grant, and Harney counties develop FTCs.
 - Secured state funds to provide resources for new FTCs in Clatsop, Benton, Clackamas, Josephine, and Polk counties and to provide for coordinator positions in Columbia and Klamath counties as well as the 7th Judicial District (Wasco, Hood River, Gilliam, Sherman, and Wheeler counties).
 - Established a Family Treatment Court Quality Assurance Workgroup to develop statewide protocols and procedures for peer review and best practice implementation.
 - Conducted the first annual Family Treatment Court All-Teams meeting for statewide training, education, and discipline-specific networking and discussion.
 - Convened a multidisciplinary Family Treatment Court Advisory Committee to facilitate collaboration among stakeholders and partner agencies.
- Launched improvement efforts for adult drug courts.
 - Created a retargeting workgroup to discuss referral processes, populations served, and necessary screening tools.
 - Obtained \$2 million Bureau of Justice Assistance (BJA) grant to purchase and implement standardized Risk and Needs Triage (RANT) screening tool to remove subjectivity and potential bias from the referral process and decrease the amount of time for a referral to occur. Worked with the Center for Court Innovation to help Crook, Douglas, and Lane counties pilot the tool and finalized a plan to implement it statewide.

¹ Data from Oregon’s Specialty Court Case Management System. Approximately 450 people graduated in 2001.

² See *Problem-Solving Courts: Fighting Crime by Treating the Offender*, National Institute of Justice Journal, 2019. nij.ojp.gov/topics/articles/problem-solving-courts-fighting-crime-treating-offender

- Added support for veterans, mental health, and juvenile drug courts.
 - Obtained a BJA technical assistance grant from the Center for Court Innovation to enhance, support, and strengthen Oregon’s veterans treatment courts.
 - Held a statewide strategic planning session for veterans treatment courts.
 - Launched mental health courts in Baker, Lincoln, and Union counties in 2020.
 - Completed a pilot peer review project for the four juvenile drug treatment courts.
- Created a statewide framework to support specialty courts.
 - Launched Specialty Court Subcommittee and five steering committees (adult drug court/DUII, family drug court, juvenile drug court, mental health court, and veterans court).
 - Held remote specialty court conferences hosted by the National Drug Court Institute in 2020, 2021, and 2022.
 - Launched a specialty court intranet site for committee activities, training materials, forms, and grant information.
 - Created specialty court dashboards to highlight and monitor the work of Oregon’s specialty courts and allow judges, court coordinators, and other employees to review local court statistics and align with best practice standards.
 - Created specialty court performance measures: graduation rate, and one-year, three-year, and five-year justice system reinvolvement.
 - Employed a Racial and Ethnic Disparities (RED) tool for specialty courts to identify and address opportunities for improvement and promote equity. Implemented a series of trainings and workshops to address results.
 - Developed informational materials for legislators highlighting problem-solving courts: 10 Key Components, best practices, and Oregon’s Specialty Court Standards.
 - Developed quality assurance measures to help programs meet best practices, including a peer review model, and implemented a pilot peer review program.
- Offered statewide trainings and grant support.
 - Hosted Specialty Court Coordinators Summit and Specialty Court Judge Training.
 - Held remote trainings for judges in 2020 and 2021 focused on effective specialty court leadership.
 - Held a two-day training specific to federal grants in 2022 and advised specialty courts on grant application processes.
 - Developed additional educational materials and programs for judges and court staff about specialty court components, recommendations to revamp court referral processes, how to start a specialty court, and reference guides for judges and staff.
- Improved data collection and analysis.
 - Continued configuration and data-entry protocols for Oregon’s statewide Specialty Court Case Management System (SCMS).
 - Developed data and criteria for evaluating specialty court performance.
 - Conducted SCMS data integrity reviews to improve data quality and reporting and developed standardized data entry protocols.

Initiative 1.6 - Statewide Pretrial Release System

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



The lack of a consistent statewide pretrial release system in Oregon has been the subject of many studies, and a source of significant concern. With the passage of Senate Bill 48 (2021), Oregon took an important step toward statewide consistency, reducing reliance on security release (cash bail), and addressing disparate outcomes for people facing criminal charges. OJD has been a key part of this effort.

Accomplishments

- Worked with the Criminal Justice Commission (CJC) as it developed pretrial reform legislation.
- Created a Pretrial Release Subcommittee of the Chief Justice’s Criminal Justice Advisory Committee (CJAC) to develop recommendations for a consistent statewide pretrial release order as required by Senate Bill 48 (2021). Objectives included consistent pretrial release decision-making; reduced reliance on security release (bail); consistent victim notification and input; and a balance of the rights of the defendant and presumption of release with community safety, the rights of victims, and the risk of failure to appear.
- Implemented Chief Justice Order 22-010, which provides statewide guidelines for local pretrial release orders.
- Courts convened local stakeholder meetings to develop and implement pretrial reforms.
- Deployed a Statewide Pretrial Case Management System and defined long-term requirements for the software.
- Worked with the CJC and Portland State University to develop a statewide, validated, web-based risk assessment tool.
- Created a framework to monitor and evaluate program effectiveness, with data standards and dashboards reflecting national standards.
- Conducted site visits statewide to assess and document current pretrial programs.
- Developed specialized case-specific protocols to address unique challenges in cases involving domestic violence and behavioral health.
- Began development of statewide standards for monitoring defendants on pretrial release.

Commitment 2 Initiatives

Initiative 2.1 - Improve Services to Self-Represented Litigants

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



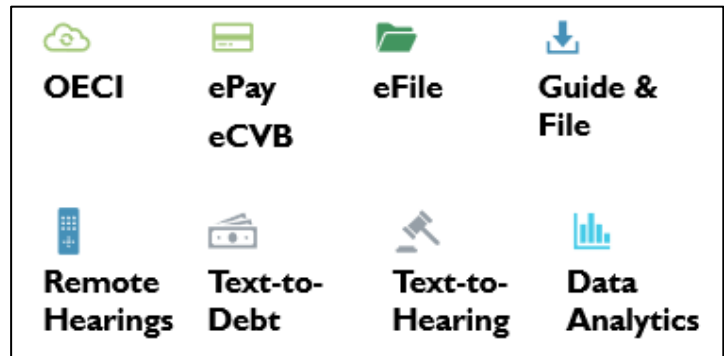
Each year, thousands of people attempt to navigate complex court systems without the help of a lawyer. Court staff cannot give legal advice, but they can help people in many ways when they have the resources to do so. During the last four years, courts have been able to make some important advancements in providing services to self-represented individuals.

Accomplishments

- Improved support for people using court forms (known as “facilitation services”).
 - Offered remote facilitation services and increased the number of self-help interview-based forms.
 - Developed legislation and received funding to support a centralized remote facilitation program in child support cases.
 - Developed partnerships for facilitation in child support cases, including an agreement with the Oregon Department of Justice to leverage federal funding for Title IV-D eligible work.
 - Launched the Southern Oregon Facilitation Initiative (SOFI) in May 2022, allowing 11 southern Oregon counties to augment their in-person facilitation services for self-represented litigants by pooling their resources to offer additional remote services. Seven northwest Oregon counties launched a Northwest Oregon Facilitation Initiative (NWOFI) in November 2023.
- Collaborated with stakeholders (including the Oregon State Bar, Legal Aid Services of Oregon, Oregon Law Center, and Oregon Law Foundation) to establish an advisory committee to provide recommendations and support for Oregon Law Help, an online legal portal to provide self-represented litigants with improved access to legal information. Helped develop and edit content for the website, scheduled to launch by the end of 2023.
- Created a work plan to implement best practices for normalizing use of plain language in court materials.
- Launched a Remote Child Support Court that allows participants to appear remotely, embraces a problem-solving approach, and provides case coordination services to litigants.

Initiative 2.2 - Use of Technology

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.



When OJD identified the need to increase its use of technology to better serve Oregon communities, we had no way of knowing that soon we would be catapulted into a pandemic environment where remote services were significantly safer than in-person in most instances. We pivoted quickly, adopting new ways of serving people near and far.

Accomplishments

- Developed remote hearing user guides and videos in English and Spanish to support user access to online court proceedings.
- Provided equipment to public defender offices to support access to remote hearings.
- Upgraded Odyssey, eFile, and jury case management systems; implemented a statewide Electronic Central Violations Bureau (eCVB); and began using text message reminders to improve appearances at court hearings and for jury service.
- Installed Voice Over Internet Protocol (VOIP) phone system at 30 locations (courts and the Office of the State Court Administrator) to provide the infrastructure for regional and centralized phone coverage.
- Replaced grand jury recording systems statewide.
- Developed recommended guidelines for remote jury selection.
- Worked to replace OJD's Statewide File Share System and Odyssey Core Operating Platform to improve system backup capability and internal system access.
- Developed schedule to deploy updated version of Tyler Jury to take advantage of system improvements. The first courts went live in November 2023, and the project is scheduled for completion by October 2024.
- Worked to modernize electronic exhibit processes.
- Created plan to deploy For the Record (FTR) speech-to-text systems in pilot courts.
- Implemented an updated Appellate Case Management system to improve online filing and access to case information and documents.

Initiative 2.3 - Court Language Access Services

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



During the pandemic, the demand for interpreters declined, but as case processing increased, the need for interpreters and translation services expanded greatly. OJD continues to use an expanding range of strategies to recruit and retain the talented individuals doing this work.

Accomplishments

- Integrated remote interpretation services for remote proceedings.
- Administered surveys to determine barriers to interpreter certification.
- Provided an intensive skill-building course for OJD bilingual employees and candidates for certification as interpreters, and offered OJD employees scholarships and fee waivers.
- Guided prospective interpreters through the certification process, including additional test dates, monthly online meetings, quarterly emails, mock exam feedback, financial support services, and skill-building programs.
- Developed and implemented a Continuing Legal Education (CLE) session on working with interpreters.
- Established a certification candidate engagement team to build a program for pre-certified candidates that consists of planned pre-testing activities, targeted training opportunities, and a double cycle of required certification activities and exams.
- Piloted a Spanish Interpreter Apprenticeship Program that would allow pre-certified Spanish interpreters who have met required oral exam score thresholds to interpret low-level, non-evidentiary court assignments.
- Increased translated local court materials and outreach to courts on the availability, use, and function of translated OJD statewide forms.
- Developed multilingual Guide and File forms.
- Engaged with contract interpreters through regional forums, invitations to participate in OJD advisory committees/workgroups, expanded online resources, and outreach at interpreter association events, and increased annual certified interpreter rate.
- Developed a recruitment, hiring, and promotion outreach plan to reach non-dominant cultures and bilingual applicants.
- Continued efforts to recruit interpreter candidates at stakeholder events and meetings, regional cultural and job fairs, colleges and universities, bar associations, Head Start, radio stations, and through court interpreters and employees with bilingual differential.
- Partnered with Western Oregon University to introduce fluent Spanish-speaking students to court interpreting as a career.

Initiative 2.4 - Adequate Resources

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



By statute, Oregon courts rely on counties for facilities and security. Getting to a point where all courts have the resources needed will take considerable time and resources. However, OJD — in concert with counties and the legislature — laid important groundwork during the last four years.

Accomplishments

- Completed court surveys on the status of onsite law enforcement and security staff, entrance screening, single point of entry for the public, and security equipment.
- Developed summary documentation of life and safety status (seismic/fire safety) from previous court facility evaluations, and report of improvements needed in courthouses.
- Completed court staffing surveys to determine the resources required to provide optimum levels of service by delivery model (in-person, phone).
- Distributed currently available resources to courts based on the results of surveys, interviews, and workload models.
- Developed documentation about Americans with Disabilities Act (ADA) needs in courts (technology and facilities) and evaluation of current ADA compliance.
- Developed recommendation for optimum levels of onsite law enforcement, entrance screening, single point of entry for the public, and security equipment (magnetometers, x-rays, access controls, duress buttons, cameras, armored benches, transparent ballistic barriers, etc.).

Commitment 3 Initiatives

Initiative 3.1 - Community Outreach and Engagement

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.



Reaching out to court users throughout Oregon, as well as the communities they are part of, is a critical part of OJD’s work to ensure that our services meet everyone’s needs in ways that are fair and equitable. OJD continues to look for new and different ways to engage communities across the state, always with an eye toward improving how we serve those in need.

Accomplishments

- Engaged lawyers and other stakeholders in our response to the COVID pandemic.
- Updated the Access and Fairness Survey — a legislatively approved Key Performance Measure for courts — to obtain feedback on court users’ experience with remote hearings and online justice services.
- Developed community outreach toolkits with a focus on equity, diversity, and inclusion (EDI).
- Launched the Office of Engagement, Equity, and Inclusion.
- Worked with the Oregon Supreme Court Council on Inclusion and Fairness to provide resources and support to courts and OJD in community outreach and engagement. Efforts included:
 - Assisting with community outreach efforts at Yamhill County Circuit Court in February 2021.
 - Hosting monthly “Conversations at OJD” webinars, occasionally extending invitations to executive and legislative branch and Oregon attorneys.

Initiative 3.2 - Transparency and Public Education

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



A 2022 poll from the National Center for State Courts revealed that Americans are losing faith in government. A separate poll of Oregonians showed the same views. President George Washington once said that “the true administration of justice is the firmest pillar of good government.” Educating the public about what the courts do — both our successes and our challenges — is therefore critical to regaining public trust. We accomplished a great deal in the past four years but recognize we have much more to do.

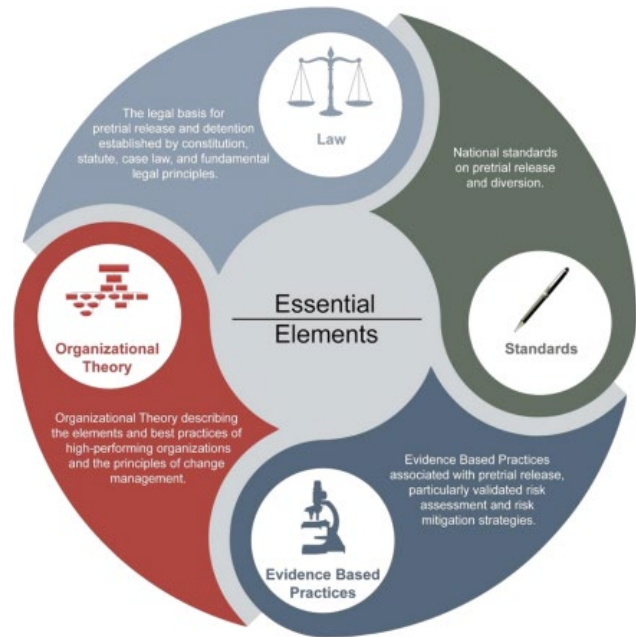
Accomplishments

- Developed data dashboards and other tools to improve reporting, management, and transparency.
- Developed legislative fact sheets and public education and outreach resources.
- Developed and regularly distributed OJD “Courts at Work” quarterly internal newsletter to support strategic priorities.
- Created social media proposal/guidelines, Juror Appreciation and Outreach Toolkit, Self-Represented Litigants Outreach Guide and presentation, and proposal for “Discover Oregon Courts” public webpage for civics resources related to the courts.
- Developed plan to expand awareness and use of the statewide Electronic Central Violations Bureau to improve court efficiency and better serve individuals who have received traffic citations.
- Continued to develop internal and external communication strategies to improve transparency and public awareness.
- Launched a statewide online “community conversation” program to learn more about community needs and experiences and to inform court improvement plans.

Initiative 3.3 - Performance Measures

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

OJD is committed to being a data-driven organization. We continue looking for new ways to use data to hold ourselves accountable and to improve services to our communities.



Accomplishments

- Worked with program managers, data subcommittees, and courts to define performance and outcome measures for case management, procedural justice, and program-specific areas (behavioral health, family law, interpreter services, treatment courts, and pretrial release).
- Created data sets for National Center for State Courts CourTools Measures and OJD's legislatively approved Key Performance Measures (KPMs).
- Collected data on time to disposition for post-judgment modifications in domestic relations cases.
- Developed dashboards for the following KPMs: Access and Fairness, Behavioral Health, Collection Rate, Court Language Access Services, Pretrial Release, and Specialty Courts Reinvolvement Rate.
- Began work on additional dashboards for Effective Use of Jurors, Employee Retention Rate, Time to Judgment Entry, and Trial Date Certainty, as well as an executive dashboard for OJD Legislatively Approved KPMs.
- Automated the manual data upload of the Access and Fairness surveys to provide courts access to real-time data as surveys are completed by court users.
- Created self-represented litigant data sets.

Initiative 3.4 - OPDS Attorney Caseloads

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



Oregon's unrepresented persons crisis continues to be a critical issue with no easy solutions. In 2023, at the request of the legislature, every court convened with local stakeholders to create a plan for addressing the crisis. In the past four years, OJD has worked continuously to provide support to the Office of Public Defense Services (OPDS) in hopes that Oregon's unrepresented persons crisis will soon be resolved.

Accomplishments

- Defined requirements for OPDS data warehouse project, which includes data extracts from OJD on criminal, juvenile, post-conviction relief, and adult protective proceedings case types, documentation of circuit court data, and identifying training needs for OPDS staff to perform their own data analysis going forward.
- Completed a data analysis project for OPDS and OJD to track unrepresented individuals over time, which included an internal and public data dashboard. Continuing to work with OPDS and courts to identify business process improvements to increase efficiency.
- Developed and implemented a multitude of strategies at the state and local levels to reduce the burdens on public defense providers and improve criminal case processing.
- Completed a data analysis project for OPDS that allows them to better track caseloads with a data dashboard and training video.

Initiative 3.5 - Sound Financial Footing

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



During the past four years, OJD has worked diligently to assess and document community needs. In addition to support from the legislature for new programs to improve court services, OJD has worked to leverage grant funds and technical support.

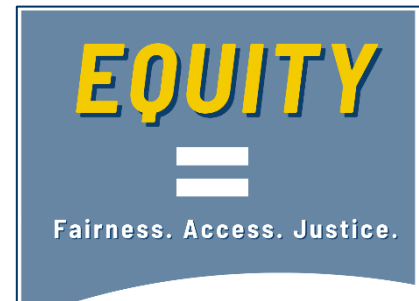
Accomplishments

- Developed an OJD central grants management office to coordinate funding opportunities, facilitate the application process for courts/divisions, and manage implementation and reporting requirements.
- Submitted and achieved adoption of a 2023-25 budget that maintained OJD’s current level of service and included additional investments:
 - Updated OJD staff salaries to reflect current market conditions and comply with Oregon’s pay equity law.
 - Added court resources to support legislative priorities in pretrial release and behavioral health.
 - Continued one-time funding to improve court monitoring of protected persons’ assets and automate court set-aside processes, including 12 new positions.
- Secured nearly \$44.8 million in grant funding from 2020 to 2023.

Commitment 4 Initiatives

Initiative 4.1 - Equity, Diversity, and Inclusion (EDI)

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



At OJD, we know that our capacity to deliver fair and just outcomes depends firmly on our ability to be equitable and inclusive. We instituted multiple programs in the past four years to educate judges and staff — in addition to jurors, who are another important part of a just system — about equity, diversity, and inclusion.

Accomplishments

- Launched the Oregon Judicial Department EDI Working/Action Plan.
- Created the OJD Office of Engagement, Equity, and Inclusion, onboarded new staff, and assigned areas of responsibility.
- Adopted statewide use of the “Understanding the Effect of Unconscious Bias” juror video to courts for educating jurors and potential jurors.
- Launched a customer experience training, with support from the Massachusetts Court System, to improve customer service, increase bias awareness, strengthen teamwork, and increase work satisfaction. Five Oregon circuit courts have completed the Signature Customer Experience training so far — Linn, Marion, Multnomah, Lane, and Klamath — along with several divisions in the Office of the State Court Administrator. Clatsop, Columbia, and Polk are scheduled for 2024.
- Provided training and resources and facilitated conversations for judges and staff on EDI, racial justice, and racial equity.
- Secured funding to begin demographic data collection and enhance EDI work.
- Created resources (manual, SharePoint site, templates) and ongoing EDI Committee Support webinars to establish and support local EDI committees/teams.
- Launched the Equity Framework recommended by Oregon Supreme Court Council on Inclusion and Fairness (OSCCIF) and adopted by former Chief Justice Martha Walters.
- Collaborated with the Human Resources team to support EDI education and training for judges and staff in addition to providing recommendations for non-OJD facilitators.
- Began identifying grants, training opportunities, and assessments available to further OJD’s EDI efforts.

Initiative 4.2 - Education and Training of Court Security Personnel

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



In many courts, security personnel are the first to welcome people to the courthouse. They are also an integral part of high-risk court proceedings. It is critical that court security personnel treat everyone with dignity and respect, maintaining a safe environment for all.

Accomplishments

- Surveyed trial court administrators (TCAs) and Oregon State Sheriffs' Association (OSSA) to identify court security personnel, additional court security needs, existing relationships between TCAs and sheriffs, and EDI and bias training needs for court security personnel.
- Reviewed current curriculum and trainings provided by OSSA to determine need to develop EDI and cultural competency training related to courts.
- Regularly trained all law enforcement personnel in the OJD Marshal's Office on equity, cultural awareness, ethics, implicit bias, harassment, and the prohibition of profiling.
- Effective Jan. 1, 2023, all certified officers (police, corrections, parole, and probation) are required to complete three hours of equity training every three years (House Bill 2162, 2021).
- Reviewed data from TCA and OSSA survey responses to determine additional EDI and cultural competency training needs for court security personnel.
- Developed actions for OJD management to build and foster positive relationships with sheriffs and court security personnel.
- Worked with OSSA to develop training modules for EDI and cultural competency, which includes language access, ethnicity, race, gender, gender identity, and disability.

Initiative 4.3 - Employee Collaboration, Engagement, and Wellness

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



Court staff and judges are the face of Oregon courts. In addition to serving individuals who are navigating dramatic events, staff and judges are often exposed to traumatic information. Maintaining the ability to be supportive and resilient in the face of these challenges requires intentional efforts. OJD has increased efforts to provide the kinds of training and support needed for staff and judges to not only care for themselves, but also to care for those they serve.

Accomplishments

- Added vicarious trauma training to New Employee Orientation to address ways that employees might be impacted by their interactions with customers in crisis or difficult cases they are working on in the courtroom.
- Brought in external experts to Regional Roundup training events to discuss ways to communicate with confidence and clarity.
- Launched the Workday learning management system (LMS).
- Collaborated with courts and divisions to develop and deliver new content for LMS.
- Created Wellness SharePoint site to share resources on vicarious trauma skills, stress management, mindfulness, emotional intelligence, and Employee Assistance Program (EAP) wellness webinars.
- Supported workplace morale and teamwork through court-developed staff engagement programs.
- Started to develop emotional intelligence education curriculum and resources.

Initiative 4.4 - Statewide Core Curriculum for Staff and Judges

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.



In addition to a focus on wellness and collaboration, OJD has focused on updating and implementing a new core curriculum as another way to ensure that staff and judges have the knowledge and support they need to serve communities statewide.

Accomplishments

- Updated New Employee Onboarding curriculum with input from TCAs, the Staff Education Advisory Committee (SEAC), and other OJD staff, in addition to working with OJD's communication team to integrate OJD mission and strategic campaign commitments and initiatives into core curriculum.
- Held in-person New Employee Orientation events and added virtual sessions to serve everyone who registered.
- Following the selection of Workday as Oregon's statewide Learning Management System, the Human Resource Services Division (HRSD) Talent Development Team has been integrating existing trainings into Workday to offer self-directed learning opportunities for staff statewide. All new professional development event registrations now occur and are tracked within Workday.
- Conducted ongoing education for new judges that includes practical training and a focus on the role of courts in our democracy, OJD's mission, providing procedural justice, increased civility, and technical skills to ensure access to justice for all.
- HRSD Talent Development Team offered updated leadership education sessions for supervisors, managers, and program leads. These included Regional Roundups, Supervisor Summits, and Statewide Supervisor Symposium.
- Collaborated with court staff, TCAs, and divisions to begin developing a remote Peer Information Exchange.
- Began work on a remote Procedural Justice curriculum in partnership with Judicial Leadership Education Committee, SEAC, division directors, and sponsors. Also started work on a Procedural Justice toolkit for courts/divisions.

Looking Ahead

As the Oregon Judicial Department wraps up a successful four-year strategic campaign effort, we are taking a critical look back — and reaching out — to ensure we are aware of our successes, challenges, and opportunities.

Our new Justice Campaign, led by Chief Justice Flynn, will update our former commitments and initiatives, and adopt a new plan with actionable steps for 2024-27.

We are fortunate to have support in these efforts from the State Justice Institute and the National Center for State Courts.

So far, OJD has:

- Created a Justice Campaign steering committee, composed of judges and trial court administrators from across Oregon, to make key decisions.
- Convened a focus group of presiding judges, trial court administrators, and Office of the State Court Administrator (OSCA) leaders to discuss the previous campaign and how to move forward.
- Conducted surveys of OJD employees, judges, and external stakeholders.
- Held the first-ever statewide listening session to gather feedback from court users.
- Held a three-day leadership summit, led by the National Center of State Courts, where judges, trial court administrators, and OSCA staff discussed court trends and innovations to inspire future thinking about what is possible in our courts. The group proposed updates and improvements to our themes and priorities for the next campaign.

OJD and the National Center for State Courts plan to issue a final Justice Campaign document by the end of January 2024.

Online Resources

[Oregon Judicial Department](#)

[Reports and Statistics](#)



Office of the State Court Administrator

1163 State Street
Salem, OR 97301
503-986-5500