

2011 - 2014

OREGON JUDICIAL BRANCH



A FOUR YEAR REPORT

Oregon Judicial Branch Mission

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

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

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

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

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

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

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Introduction

“...the judges and staff of Oregon’s court system continue to examine and adapt our values of tradition and precedent with services and innovations that are the mark of a healthy, 21st Century court system.”

The Oregon state court system is changing in many tangible and intangible ways.

Our function remains the same as it was when Oregon’s courts were established in 1859 – administering fair and impartial justice in a timely manner. The manner in which we perform that function and how we interact with government and community partners who work with us is changing dramatically.

Oregon’s state courts adjudicate more than a half-million cases every year – from traffic citations, landlord-tenant disputes, commercial and business cases of all kinds, to complex medical malpractice actions, and aggravated murder trials. We issue protective orders for seniors and victims of domestic violence and preside over drug courts.

From the outside looking in, although budget reductions in recent years caused the curtailment of public court hours and many court services, we were still able to respond by offering greater online versatility. Oregonians can now pay fees and fines online, and Oregon lawyers can electronically file documents in our appellate courts and many circuit courts. In addition, the Legislature has appropriated funds to replace or upgrade several deteriorated courthouses around the state and added three judges to Oregon’s Court of Appeals to meet that court’s heavy workload.

From an insider’s perspective, we have continued our efforts to identify and implement efficiencies, explored what procedural fairness means for litigants in today’s courts, updated the Code of Judicial Conduct, and taken many other steps that are mostly invisible to the public but necessary to keep Oregon’s courts operating in our ever-changing world.

During the last four years the Judicial Department has weathered the budget reductions that affected every Oregon family and public institution, as well as started implementation of the Oregon eCourt system in our trial courts to automate court processes and provide electronic access to many court



Oregon Supreme Court Chief Justice Thomas A. Balmer, 43rd Chief Justice of the Oregon Supreme Court. Photo: *The Statesman Journal*

services. We have tried to leverage both of those circumstances to make our processes more efficient and provide better services to the public. And we have undertaken new initiatives and pilot programs – some of which are highlighted in this report – to simplify the process for handling simple divorces, reduce cost and delay in civil litigation, and deal more effectively with veterans, juveniles with mental health issues, and addicted offenders who come before our courts.

Although we still face many challenges to meet our constitutional obligation to administer justice “completely and without delay,” the judges and staff of Oregon’s court system continue to examine and adapt our values of tradition and precedent with services and innovations that are the mark of a healthy, 21st Century court system.

Chief Justice Thomas A. Balmer, 2014

OJD Structure

The powers of the Government shall be divided into three separate branches, the Legislative, the Executive, including the administrative, and the Judicial; and no person charged with official duties under one of these branches, shall exercise any of the functions of another, except as in this Constitution expressly provided.

—Oregon Constitution, Article III, Section 1

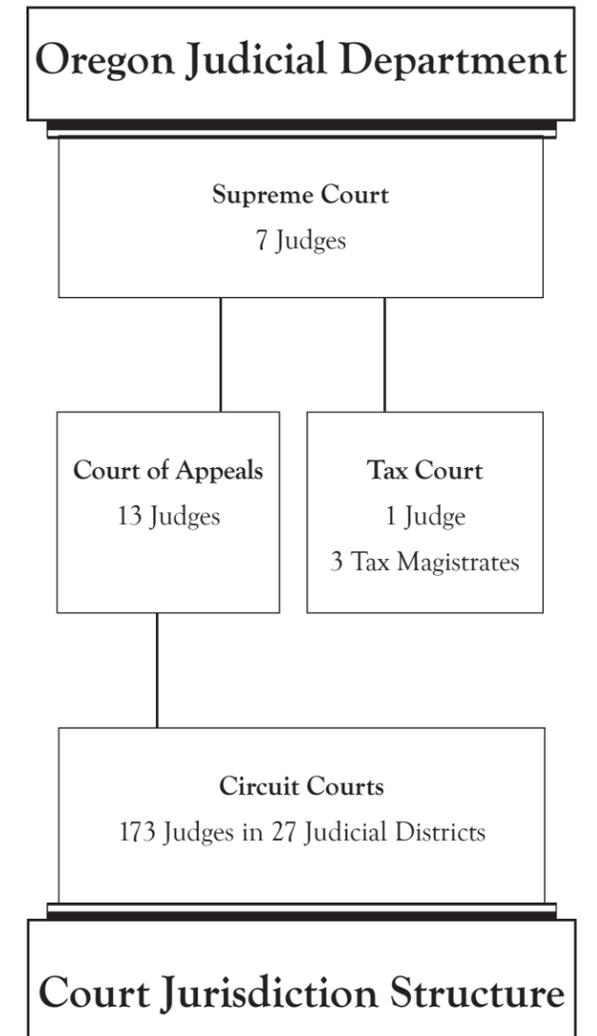
The Oregon Judicial Department (OJD) is one of three branches of state government established by the Constitution. It is responsible for exercising the “judicial power” by deciding criminal, civil, and other legal disputes; interpreting and applying the federal and state constitutions and statutes; and conducting trials and appeals throughout the State.

OJD is comprised of a Supreme Court, Court of Appeals, Tax Court, and 36 circuit courts (trial courts) located within 27 judicial districts in all 36 counties. The Chief Justice of the Oregon Supreme Court is the administrative head and Chief Executive Officer of the Oregon Judicial Department. The Chief Justice supervises the state court system, issues orders and adopts rules to ensure the effective administration of OJD, appoints the Chief Judge of the Court of Appeals and the presiding judges of the state circuit courts, adopts procedural rules for the state courts, and supervises the statewide fiscal plan and budget for all state courts.

Centralized services in support of the court system are provided through the Office of the State Court Administrator, which includes eleven divisions and programs.



The Supreme Court Building's symmetrical marble staircase accesses the building's three floors, leading from the basement, to the lobby and appellate records office, the State Law Library, the Supreme Court courtroom, and judicial offices.



The Oregon Supreme Court



The Oregon Supreme Court (l to r) Justice Rives Kistler, Justice Jack L. Landau, Chief Justice Thomas A. Balmer, Justice Richard C. Baldwin, Justice Martha Lee Walters, Justice David V. Brewer, and Justice Virginia L. Linder.

The Supreme Court is Oregon's highest court, consisting of seven elected justices. It reviews decisions of the Oregon Court of Appeals after determining whether a particular petition presents an important question necessary for review by the Supreme Court. The court also hears mandatory cases that bypass the Court of Appeals, including reviews of death penalty cases, Oregon Tax Court appeals, lawyer discipline and admission reviews, certain administrative reviews, judicial fitness and disability reviews, specific cases submitted by the Oregon Legislature, and various election-related matters. The Supreme Court is responsible for the announcement and interpretation of Oregon law.

The Oregon Court of Appeals



Oregon Court of Appeals (l to r) Judge Douglas L. Tookey, Judge Joel DeVore, Judge Rex Armstrong, Judge Erika L. Hadlock, Judge Rebecca A. Duncan, Judge Darleen Ortega, Chief Judge Rick Haselton, Judge Timothy J. Sercombe, Judge Lynn R. Nakamoto, Judge James C. Egan, Judge Robert Wollheim, Judge Erin Lagesen, and Judge Chris Garrett. Judge Wolheim retired October 31, 2014 and Meagan A. Flynn (not pictured) was sworn in November 14, 2014 as his replacement on the court.

The Oregon Court of Appeals decides nearly all of the civil and criminal appeals taken from the circuit courts, as well as judicial reviews taken from contested administrative agency cases. The court is divided into four "panels" (each comprised of three judges), which consider cases. Within each panel, one of the judges sits as the presiding judge. Before a panel releases an opinion in a case, the proposed opinion is circulated to all the court's judges. Any one of the judges may disagree with the opinion and refer the case to the full 13-judge court. Receiving up to 3,800 cases per year,

the Oregon Court of Appeals is one of the busiest appeals courts in the country.

Oregon Circuit Courts

The circuit court is Oregon’s trial court. Circuit courts decide both civil cases that arise from disputes involving property, contracts, personal injury, family relationships, tax, or government rules and regulations, and criminal cases that result from violations of criminal law categorized as felonies, misdemeanors, probation violations, and lesser violation cases. Each of Oregon’s counties has a circuit court.

Oregon is divided into 27 judicial districts, made up of one or more of the state’s 36 counties. State law decides the number of judges elected within each district based on population and case volume, combining the counties with small populations and caseloads into multicounty judicial districts.

The Chief Justice of the Oregon Supreme Court appoints a presiding judge for each judicial district to administer, supervise, and distribute the workload within the district.

“Oregon courts must continue to explore and understand the ever-changing demographics of Oregon’s population to ensure that everyone has meaningful access to dispute resolution. We must enhance our current educational materials to inform participants about court processes and must find “user-friendly” relevant tools for them to use.”

—Oregon Judicial Department 2014-2019 Strategic Plan

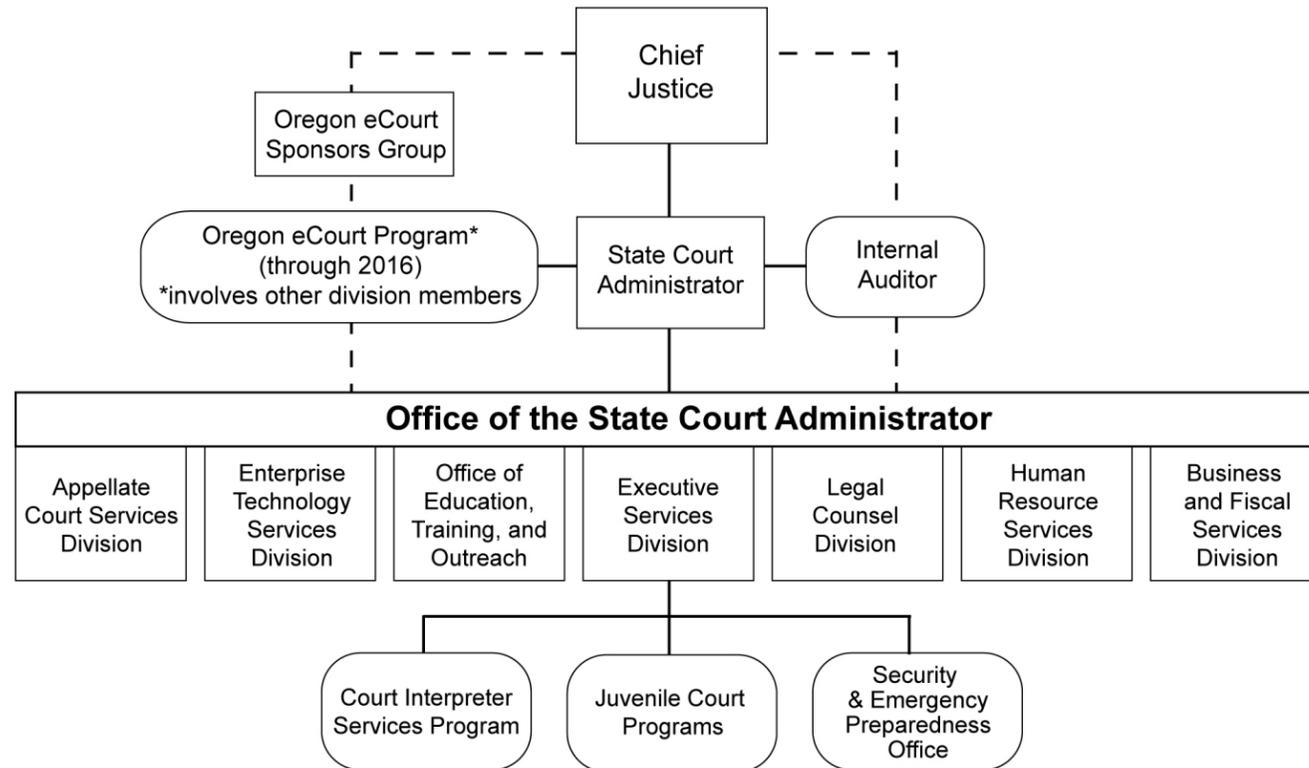
The Oregon Tax Court



Oregon Tax Court (l to r) Magistrate Allison Boomer, Magistrate Dan Robinson, Presiding Magistrate Jill A. Tanner, and Tax Court Judge Henry C. Breithaupt (Regular Division).

The Oregon Tax Court is one of only three state tax courts in the United States and is comprised of a Magistrate Division (Magistrates are judicial officers with training and experience in tax law), and a Regular Division (cases that go to the Regular Division are heard by the Judge of the Oregon Tax Court – an elected judicial officer). The Tax Court has statewide jurisdiction over cases that involve Oregon’s tax laws including personal income tax, property tax, corporate excise tax, timber tax, local budget law, and property tax limitations. Final decisions of the Magistrate Division may be appealed to the Regular Division. Tax Court appeals are taken directly to the Oregon Supreme Court.

Office of the State Court Administrator



Kingsley W. Click, Oregon State Court Administrator

programs including Executive Services, Appellate Court Services, Business & Fiscal Services, Court Interpreter Services, Enterprise Technology Services, Human Resources, Juvenile Court Programs, Legal Counsel Division, Office of Education, Training, & Outreach, the Security & Emergency Preparedness Office, and the Internal Audit Program. The State Court Administrator's Office also oversees the legislative program in OJD's coordination of bills affecting the branch or OJD as a state entity, preparation of fiscal impact statements, serves as secretary to the Judicial Conference, and provides support to OJD and external related committees.

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

2011-2014 In Review

On the Bench

Supreme Court

The Oregon Supreme Court and the Court of Appeals travel around the state each year to hear oral arguments at schools, universities, and local courts. The Supreme Court also provides live streaming broadcasts of most oral arguments before the court in the Supreme Court courtroom. Internet access to archived versions of oral arguments in the courtroom are available on the OJD website.

- Justice Jack L. Landau was elected by the citizens of Oregon in 2010, joining the Supreme Court in January 2011.
- Chief Justice Thomas A. Balmer was elected by his fellow Supreme Court Justices and sworn in as the new Oregon Supreme Court Chief Justice on May 1, 2012 after former Chief Justice Paul J. De Muniz stepped down from the post.
- Two new Supreme Court Justices: David Brewer and Richard Baldwin were elected by the citizens of Oregon in November 2012, joining the Supreme Court in January 2013, filling the vacated seats of retired Justices Paul J. De Muniz and Robert Durham.
- The 2013 Oregon Legislature approved funds to help repair and remodel the 100-year-old Supreme Court Building in Salem.
- The Oregon Supreme Court Building Centennial Celebration was held on February 14, 2014, to mark the 100th Anniversary of the date that the Oregon Supreme Court first convened in the building in 1914. Built in the Beaux-Arts style (sometimes termed American Renaissance), which combines classical architecture from ancient Greece, Rome, and the French and Italian Renaissance periods, it is the oldest building on Oregon's capitol mall.

Court of Appeals

- Judge Lynn R. Nakamoto was appointed to the Court of Appeals by Oregon Governor Kulongoski in January 2011.



Four Oregon Supreme Court Chief Justices were in attendance at the 100th Anniversary Celebration of the Supreme Court Building on February 14, 2014. Left to right: former Chief Justice Wallace P. Carson, current Chief Justice Thomas A. Balmer, former Chief Justice Edwin J. Peterson, and former Chief Justice Paul J. De Muniz. *Photo by Kristi Reed*

- Judge Erika L. Hadlock was appointed to the Court of Appeals by Oregon Governor Kitzhaber on July 7, 2011.
- Judge Rick T. Haselton, a Judge of the Court of Appeals since 1994, became Chief Judge of the Oregon Court of Appeals on April 1, 2012.
- Judge James C. Egan was elected to the Court of Appeals on November 6, 2012 and took office on January 3, 2013.
- The 2012 session of the Oregon Legislature passed a bill that approved an additional three

Providing open, fair, accessible justice services, and quality, timely dispute resolution are goals allied to OJD's Mission:

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

judges for the Oregon Court of Appeals – known as one of the busiest appeals courts in the country. (No new judges had been added to the Court of Appeals since 1977, despite a substantially increasing caseload.) Funding for the three additional judges was approved during the 2013 Legislative session.

- Governor Kitzhaber appointed three new judges – Joel DeVore, Erin Lagesen, and Douglas Tookey – to fill the new seats on the Court of Appeals. They were sworn in November 12, 2013, bringing the total number of Oregon Court of Appeals judges to 13.
- Judge Chris Garrett was appointed on December 24, 2013 to the Court of Appeals by Governor Kitzhaber, taking the bench on February 4, 2014.
- Meagan A. Flynn was appointed to Court of Appeals by Oregon Governor Kitzhaber and sworn in November 14, 2014.

Circuit Courts

- Fifty one Circuit Court Judges were sworn in between 2011 and 2014 to take the bench:

Benton:	Judge Matthew Donohue
Clackamas:	Judge Heather L. Karabeika, Judge Michael C. Wetzel
Columbia:	Judge Jean Marie Martwick
Deschutes:	Judge Wells Ashby, Judge Beth Bagley, Judge Roger DeHoog, Judge Randy Miller
Douglas:	Judge Ann Marie Simmons, Judge William Marshall
Hood River:	Judge John Olson, Judge Karen Ostrye
Jackson:	Judge Benjamin Bloom, Judge Timothy Gerking, Judge J. Adam Peterson, Judge Kelly Ravassipour
Jefferson:	Judge Annette Hillman
Lake:	Judge Robert Nichols
Lane:	Judge R. Curtis Conover, Judge Valeri Love, Judge Josephine Mooney, Judge Jay McAlpin, Judge Clara Rigmaiden
Lincoln:	Judge Paulette Sanders
Linn:	Judge David Delsman, Judge Tom McHill, Judge DeAnn Novotny
Malheur:	Judge Lung Hung

Marion:	Judge Donald Abar, Judge David Leith, Judge Lindsay Partridge, Judge Vance Day, Judge Courtland Geyer, Judge Cheryl Pellegrini
Multnomah:	Judge Beth Allen, Judge Amy Holmes Hehn, Judge Michael Greenlick, Judge Greg Silver, Judge Kathryn Villa-Smith
Polk:	Judge Sally Avera, Judge Monte Campbell, Judge Norm Hill
Tillamook:	Judge Jonathan Hill
Umatilla:	Judge Lynn Hampton, Judge Eva Temple
Union:	Judge Brian Dretke
Wasco:	Judge Janet Stauffer, Judge John Wolf
Washington:	Judge Oscar Garcia, Judge Ricardo Menchaca, Judge Janelle Wipper, Judge Beth Roberts

- Renovation and construction of new courthouse facilities received support from the 2013 and 2014 Legislative Sessions as it approved bond funding or general fund appropriations to help several counties in their efforts to replace inadequate courthouse facilities. Funding was approved for the following facility projects:

1. New Multnomah County Courthouse – \$15 million
2. New Union County Courthouse – \$2 million
3. Funds for Curry County Courthouse Repairs
4. New Jefferson County Courthouse

Judicial Compensation Progress

The 2013 Legislature enacted the first pay increase for Oregon judges since 2008. As of January 1, 2015, annual compensation will be \$124,468 for circuit court judges; \$138,556 for the Chief Justice of the Supreme Court and \$135,688 for each other judge of the Supreme Court; \$135,688 for the Chief Judge of the Court of Appeals and \$132,820 for each other Court of Appeals judge; and \$128,164 for the judge of the Oregon Tax court. Despite this progress, pay for Oregon judges has lagged far behind inflation for at least 40 years and far behind the salaries paid to judges in other states and to experienced lawyers working in comparable state and local government positions. Inadequate judicial compensation is making it difficult for OJD to attract and retain the best and brightest lawyers from diverse practice backgrounds as Oregon judges.

2013 Revision to the Oregon Code of Judicial Conduct

Oregon's Code of Judicial Conduct, which establishes specific standards for the ethical conduct of judges and judicial candidates, had not been updated in 20 years with respect to developments in case law, judicial elections, and court culture. Based on the American Bar Association's 2007 Model Code of Judicial Conduct and four years of work and review by judges, staff attorneys, and many others, appropriate revisions to the Code were considered and adopted by the Supreme Court. The revised Code of Judicial Conduct went into effect December 1, 2013.

Challenges & Strategies

“...our court system is functioning - often well, although sometimes only adequately - but the system is stressed, and it is fraying around the edges. We no longer have full-time courts in this state.”

– Chief Justice
Thomas A. Balmer
2013 State of the Courts
Speech

Chronic decreases in court funding for OJD began with the 2008 economic crisis and didn't start to improve until early 2013. Across-the-board state budget cuts during that period forced OJD to lay off staff, impose two to three weeks of unpaid furlough days, and initiate a freeze on step increases for remaining staff. In 2012, courthouses across the state were closed nine full days and daily court business hours were cut back, reducing access and creating court service delays for the public. Restraining orders, assistance for self-represented litigants, help in filling out forms, making payments, and submitting case filings were subject to restricted business hours. Continued funding of drug courts and other specialty courts was threatened - 10 specialty courts would have shut down in June 2012 but for strong advocacy by courts, partner agencies, and successful drug court program participants that secured a last minute allocation of temporary funding by the Oregon Legislature. Legislative sessions held during 2013 and 2014 reinstated funding for some (not all) of OJD's critical funding priorities.

The series of budget challenges left many of OJD's funding priorities and plans for updating court business processes and public access in doubt. An uncertain funding climate challenged OJD's overall mission as the third branch of government to administer and provide access to justice as it was forced to delay restoration of staff to keep courts open full time, development of our successful specialty courts, obtaining more judges in counties with growing populations, urgent infrastructure improvements and repairs to our courthouses, providing self-help offices and online forms for self-represented litigants, reactivation of salary and step increases for judges and staff, and our investment in technology to improve access to the courts through Oregon eCourt services. Uncertain funding for Oregon eCourt from biennium to biennium slowed (but didn't deter) our efforts to move forward with a statewide case management system for the courts, technological integration and data sharing with public safety



Beaux-Arts architectural details on the rear facade of the Oregon Supreme Court building include ionic columns in bold relief, garlands framing the windows, and a roof-top sculpture of an eagle bearing a shield.

partners, electronic access to case information in the courtroom for judges, and electronic access to the courts for the public and people in crisis.

In order to move forward - past the effects of a diminishing budget - OJD searched for a new route - a fresh set of business tactics, innovations, and processes that were requisite to cutting costs and restoring a fully functioning court system. OJD examined where the courts could be more efficient, where we could save money, where we could leverage new technology, and how we could raise our visibility with the Legislature to highlight the importance of fully-funded courts in our communities. Judges, court administrators, and staff were mobilized to identify new ideas, which were analyzed and developed into key areas of change by OJD's Court Reengineering and Efficiencies Workgroup (CREW). The result was a well-organized and permanent mission devoted to innovation and implementation of statewide changes that would not only restore court services, but would build and sustain an even healthier court system for the citizens of Oregon.

Doing Things Differently to Meet Our Challenges

CREW determines whether a proposed idea creates efficiencies, creates the necessary steps to accomplish the efficiency, and advances CREW's Guiding Principles: Promote convenience for litigants; Reduce cost and complexity of judicial processes; Maintain or improve access to justice; Improve case predictability.

The Work of CREW

As the effects of the budget crisis continued to impair the daily administration of justice, OJD undertook an urgent effort to “do more with less” – not by temporarily cutting corners and continuing to reduce services until Oregon’s economy recovered, but by “doing things differently” in developing permanent OJD-wide efficiencies, innovations, and budget savings. Identification of areas where court efficiencies could be carried out despite reduced funding was conducted by OJD’s Court Reengineering and Efficiencies Workgroup (CREW), led by then Associate Justice Thomas A. Balmer. The workgroup included judges and trial court administrators from circuit courts across the state who conducted ongoing research and development of court innovations, tying them to the key strategic goals outlined in OJD’s 2009 - 2013 Strategic Plan:

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

CREW began its task in the Spring of 2010 with an OJD-wide survey calling for suggestions from all judges and staff, generating over 1700 ideas that were



Many of CREW's court innovations are tied to the success of statewide Oregon eCourt implementation. Oregon circuit court judges in the “live” courts (demonstrated by Columbia County Circuit Court’s Plan B Judge Steven B. Reed) now have the ability to access the most current information related to the cases they are hearing in the courtroom on their computer screens.

reviewed and subsequently narrowed down and organized into eight priority recommendations. The workgroup then developed efficiency proposals for each recommendation and started phase two (known as CREW2) of the process under the leadership of Lane County Presiding Judge Karsten Rasmussen. CREW2 classified the proposals under three categories: Technology, Restructure, and

Centralization/Regionalization. Subcommittees were formed to oversee each category using a balanced approach to examine each proposed efficiency by considering factors like priority, needed information and data, impediments to implementation of the proposal, and the actual

The CREW2 process includes ample opportunity for substantive review and comment. This is not intended as a one-time process. Rather, reengineering is an integral part of the way OJD will move forward - always looking for better ways to deliver justice services to Oregonians consistent with the OJD mission and strategic plan.

—OJD CREW2 Final Report, Page 3, July 1, 2011

steps involved in implementation. Each subcommittee set out to answer a basic question:

Technology Subcommittee - How can we leverage technology to improve performance?

Continue implementation through 2016 of Oregon eCourt (an integrated case management system using Odyssey® software) and the components of ePayment, eFiling, eNotices; collaborate with law enforcement agencies on eCitation projects – automating citations from officers to the courthouse; provide online Self-Help to prepare self-represented litigants for court proceedings, including online interactive court forms; give the public more convenient access to the courts; expand the use of video and teleconference in every courtroom (video arraignments, digital evidence, interface with ADA devices).

Restructure Subcommittee - What can be restructured at OJD to improve productivity?

Share existing judicial resources through a centralized judicial clearing house for proceedings in other judicial districts to help manage statewide caseloads, emergencies (FAPA, child custody), and to reduce delays; offer special assignments to hear cases in existing programs (sharing judicial resources, Complex Civil Case Program, Expedited Civil Jury Trials, Post-Conviction Relief Program); develop a “judicial exchange” to build judicial expertise in various case types; increase Small Claims Jurisdiction limit (2011 Oregon Legislature adopted bill that increased the limit from \$7,000 to \$10,000).

Unification and Standardization Subcommittee - What can we centralize or regionalize that will make OJD more productive?

Develop uniformity of business processes, document codes, internal and external forms, fines, and fees statewide; development of the Central Accounting Program; continuation and development of our central Debt Management Program that has enabled OJD to increase outstanding receivables placed for collection from 40% in 2009-11 to 85% in 2011-13.

By the end of 2013 and into 2014, CREW’s ongoing development of OJD efficiencies improved business processes and encouraged additional ideas for productive changes throughout the organization. CREW reorganized its subcommittees and renamed them to delineate tasks that address OJD’s updated needs and expected areas of growth as we move forward:

Communication Subcommittee: Outreach, Internet, & Social Media

Chair: Judge Marilyn Litzenger, Multnomah County Circuit Court

Members: Presiding Judge William Cramer,

Presiding Judge Randy Garrison, Presiding Judge Mari Trevino

Trial Court Administrators: Richard Moellmer, Debbie Spradley

Formerly known as the Unification and Standardization Subcommittee, this group will determine how best to communicate information internally, with external stakeholders, and with the public. This subcommittee will provide research, review, and recommendations on all methods of communication to ensure that OJD (both centrally and through individual circuit courts): effectively communicates important OJD information to relevant stakeholders and to the public; keeps written and internet-based information current and up-to-date; is responsive to changes in the way lawyers, government partners, other stakeholders, and the public generally access and use information; and is able to receive feedback, answer inquiries, and interact with the public more efficiently.

Business Processes Subcommittee

Chair: Amy Bonkosky, Trial Court Administrator, Crook/Jefferson County Circuit Courts

Members: Presiding Judge Daniel Murphy,

Judge Thomas Rastetter, Judge Kirsten Thompson

Trial Court Administrator: Linda Hukari

This subcommittee’s ongoing mission is to evaluate opportunities to be more efficient and consistent in our business processes. As each court goes live with Odyssey®, OJD identifies approaches for workflow and docket procedures that have the potential to be beneficial on a statewide level. This subcommittee will also help identify inefficiencies and make recommendations for improvements. Recommendations will be reported to the full CREW.

Internal/External OJD Forms - a component group of the Business Processes Subcommittee.

As Oregon eCourt continues to be implemented across the state, and as courts develop forms for both internal and external use, there will be policy decisions associated with OJD form development. To help ensure forms consistency statewide and provide best practices for the courts, the review of OJD forms is assigned to this subcommittee. Recommendations will be reported to the full CREW, which will make final recommendations on forms to the Chief Justice.

Organization and Structure Subcommittee

Chair: Presiding Judge Richard Barron, Coos/Curry County Circuit Courts

Members: Chief Justice Thomas Balmer, Oregon Supreme Court,

Presiding Judge Alta Brady,

Presiding Judge Monte Campbell,

Presiding Judge Karsten Rasmussen,

State Court Administrator Kingsley Click

Trial Court Administrator: Bonnie Savage

This subcommittee, formerly known as the Restructure Subcommittee, will continue to evaluate effective ways to deliver timely and efficient judicial services throughout the state.

Judges as Statewide Resources - a component of the Organization and Structure Subcommittee.

This subcommittee will examine OJD’s current practices and other states’ systems to consider whether there are feasible steps OJD can take to increase judge availability to assist those courts that are short of judicial resources.

Ad Hoc Workgroups:

OJD Strategic Plan

Members: Chief Justice Thomas Balmer, State Court Administrator

Kingsley Click, Judge Thomas Rastetter, Mollie Croisan Director of OETO

This ad hoc workgroup will update the OJD Strategic Plan. They will meet at the call of the Chief Justice to discuss, edit, and incorporate new information to the Plan, bringing it in line with OJD's evolving Oregon eCourt roll-out schedule, the lessons we have learned during the past several years from Oregon eCourt, and the lessons learned and tasks undertaken as part of the CREW process.

Oregon Docket Management Initiative (ODMI)

Members: Presiding Judge Richard Barron, Presiding Judge Daniel Murphy,

Presiding Judge Karsten Rasmussen, Presiding Judge Alta Brady

Trial Court Administrators: Amy Bonkosky, Richard Moellmer

The ODMI is assigned to an ad hoc workgroup comprised of representatives from all three subcommittees. This workgroup will gather docketing information, concepts, data, and strategies in order to create the basis for a statewide discussion of case management techniques among Presiding Judges and Trial Court Administrators initially, and eventually among all judges. The workgroup will rely on existing data, time to disposition numbers, and time to disposition goals and will research and collect nationwide data and studies regarding best practices on this topic.

CREW subcommittee assignments and the formation of ad hoc workgroups will occur as new projects are developed.

Summary

Keeping in mind that the technology of Oregon eCourt will facilitate both current and future efficiencies for OJD, CREW's actions have continued to build and refine both essential and new court processes that will support a more efficient state court system now and into the future. By mid-2014, Oregon eCourt implementation has already introduced new uniform business processes (in data entry, case processing, case type, and codes) in 11 circuit courts, and standardized internal and external forms, which will include online intelligent forms. The Odyssey® integrated case management system has



The Oregon eCourt Configuration Team made up of TCAs, line staff, supervisors, and analysts from 13 courts, as well as staff from three OSCA divisions (BFSD, ETSD, and OETO) configured Odyssey® (the software that powers Oregon eCourt) to meet State, County, or municipal statutes, sentencing, statistical reporting, and court business needs. The team set the standard for reviewing old business processes and developing new statewide business processes configured to Odyssey®. Each circuit court must update their business processes when they implement the Oregon eCourt system.

given judges and staff access to case data from any computer at any location. Oregon eCourt technology is already enhancing joint jurisdictional arrangements and the sharing of judicial resources through our successful post-conviction docket program, where cases and documents can be accessed by judges and staff statewide from any location, and our current "remote judge" program, which stands to grow exponentially when all of our courts have completed implementation of the new system in 2016.

Strengthening the Health of Oregon's Courts

“Every major social, economic, political issue comes to the Oregon courts. We need to have a system that attracts good judges, has good services, functions quickly, provides justice, and enforcement of the rule of law that the people of Oregon deserve.”

— Chief Justice
Thomas A. Balmer

The ongoing efforts of CREW (now a permanent committee that is part of OJD's governance structure) combined with OJD's organizational commitment to build a stronger court system has provoked a broader question: What does a healthy court system look like and how do we restore full health to Oregon's courts?

Chief Justice Thomas A. Balmer has spoken out within the courts and to our legal, business, government, and stakeholder communities about the critical role a healthy court system plays in ensuring a stable social and business environment. The courts guard public safety, protect families and children, enforce consumer protection laws and property and contract rights. OJD's goal for the immediate future is to establish a strong framework for a healthy court system with continued progress in seven categories:

1. A Healthy Court System Has Stable and Adequate Funding

Throughout 2013, advocacy for court funding evolved from a range of sources. OJD leadership reached out to legislators, to legal and business stakeholders, state agencies, and to the community at large. With help from the Oregon State Bar, the “Citizen's Campaign for Court Funding” brought together lawyers, business leaders, judges, and public officials to provide input to legislators and others on the importance of court funding. And OJD's efforts to build a working relationship with the Legislature paid off in 2013 as an informal “Courts Caucus” of legislators stood together to support restoration of court funding.



Speaking at The Portland City Club's Friday Forum in 2012, Chief Justice Thomas A. Balmer explains what will be required to achieve a Healthy Court System.

The diverse interests of the groups supporting court funding have come together with a unifying goal – to provide the Legislature with a clearer understanding of the varied functions of the courts. As a result, the 2013 Legislature restored funding that allowed us to:

- Keep courts open every business day (by eliminating full-day furlough closures)
- Begin restoring lost staff and services and shorten case time (by re-instating positions we lost to budget cuts)
- Provide modest cost of living and salary increases for judges and staff
- Continue our treatment court programs
- Fund three additional judges for the Court of Appeals

- Make critical infrastructure repairs and improvements through matching bond funding and other appropriations to help several counties move ahead with needed courthouse construction
- Continue moving forward with implementation of Oregon eCourt

The court system requires a firm and stable budget in order to administer justice for citizens and businesses consistently, reliably, and without delay as guaranteed by the constitution. The voices of our many court funding supporters will help to ensure that future state funding for the courts will be applied with foresight regarding the importance of maintaining a steadfast and healthy justice system for all of our citizens.

2. Healthy Courts Are Collaborative

Participating in comprehensive programs with county, city, state government, and private agencies that share a common interest in community safety and family security expands the available resources to build programs and provide more effective results for public safety and the courts.

Gateway Center for Domestic Violence

OJD's Multnomah County Circuit Court partners with City of Portland, Multnomah County District Attorney, Multnomah

The video connection with Multnomah County Circuit Court located at the Gateway Center for Domestic Violence allows victims to obtain a restraining order in the safety of the Center through a two-way camera that provides real time communication with the court, and even allows the judge to observe evidence of domestic violence, such as physical injuries to the victim.



Gateway Center for Domestic Violence video booth connection with Multnomah County Circuit Court Judge Maureen McKnight. Photo courtesy of The Gateway Center

County Sheriff, Portland Police Bureau, Multnomah County, Department of Human Services, Legal Aid Services, YWCA, Volunteers of America, Catholic Services, and others at the Gateway Center for Domestic Violence to provide a full range of services to help victims of domestic violence and their children. From the safety of the Center, victims can use a closed-circuit video system to remote-in to the courtroom, interact with a judge, and obtain a protective restraining order. OJD's drug, mental health, and veteran's courts are also examples of partnering with other agencies and programs to offer people in crisis alternatives to incarceration with services and tools to build more productive lives.



Oregon State Police print out a citizen's copy of an eCitation that has also been electronically sent to the courts. Photo courtesy of Oregon State Police

eCitation

The eCitation Program is another joint efficiency effort that was undertaken by OJD with the Oregon State Police to electronically send citations directly from a state trooper on the highway to the courthouse. Other law enforcement agencies plan to participate in the program, eventually making it statewide.

Public Safety Commission

Chaired by former Chief Justice Paul J. De Muniz, the 2012 Governor's Commission on Public Safety brought together experts on public safety from law enforcement, the legal

community, justice groups, the Department of Corrections, and others to recommend a public safety package that would reduce prison populations and costs, invest in programs that reduce recidivism, and increase public safety overall. Based on the work of the 2012 commission, the 2013 Oregon Legislature passed a bill that combines multiple programs and policies to develop methods that will ensure long term public safety reforms.

“A decade ago we began with a vision and direction. We have overcome numerous challenges - in budget, in planning and preparation, in training, and in the technologies themselves. We have passed every test presented to us, have made countless changes and improvements, and plan to have all our courts [circuit courts and Tax Court] using the Odyssey® system by the middle of 2016.”

– Chief Justice
Thomas A. Balmer
2014

3. Healthy Courts Leverage Up-to-Date Technology

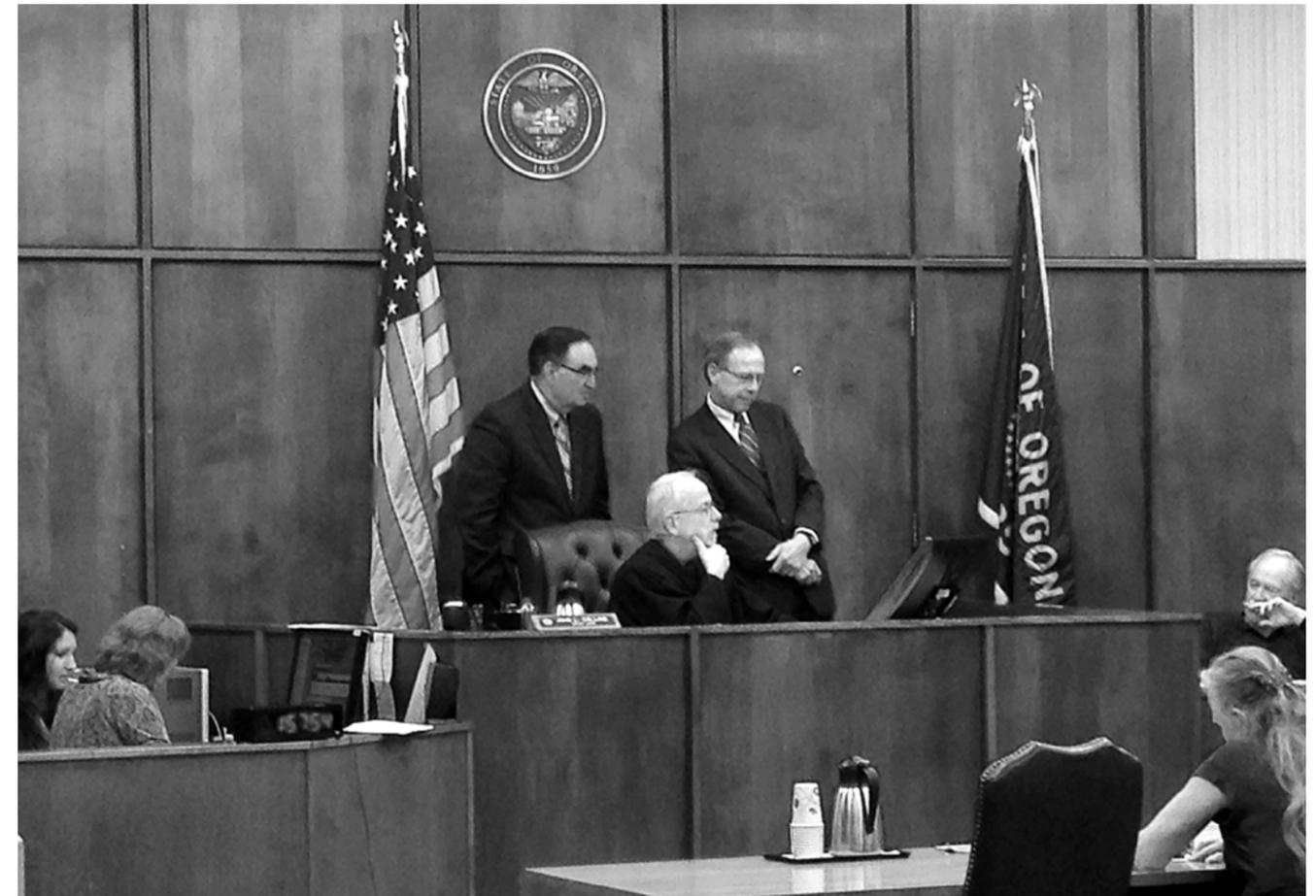
OJD began its commitment to utilizing new technology and moving to “paper-on-demand” in 2008, as voluntary eFiling of documents and ePayment became available in the Oregon Supreme Court. This major change was followed by installation of an electronic document repository, electronic business process workflows, and an eFiling system in the Court of Appeals. Currently, at the appellate level, more than half of all briefs are eFiled. These first steps in the appellate courts included providing the public with live webcasts of oral arguments in Oregon’s Supreme Court over the Internet using an upgraded internet system and streaming technology.

Oregon eCourt

OJD’s early solution to Oregon eCourt in the trial courts had been to follow the industry-standard “best of breed” approach. This involved grouping different software applications together (one for case management, another for financial, and so on), but there were technical difficulties in connecting them to work as one system. By 2011, integrated software solutions designed specifically for state court systems had appeared on the horizon and were proving to be more effective operationally and financially, so OJD took decisive steps to change course and adopt an integrated state court software system designed to meet the diverse business and case management needs of the courts.

Tyler Technologies Inc., an experienced single-solution provider of court software, was selected to deploy Odyssey®, their integrated court management system. Odyssey® offered Oregon eCourt a system that combined the components of case management, financial management, eFiling, jury management, document access, court session support functionality, and ePayment, ensuring that implementation of Oregon eCourt could move forward without further delay, and at less cost to OJD and the State.

Starting with statewide implementation of ePayment from 2011 through 2012, access to make online payments for tickets, fines, and court cases was provided to the public. Next, Odyssey® software for Oregon eCourt was implemented in our first pilot court, Yamhill County Circuit Court in June 2012, followed by Linn, Crook, and Jefferson circuit courts by the end of that year; then Jackson, Clatsop, Columbia, and Tillamook circuit courts went live with the system in 2013. The long-awaited eFiling component of Oregon eCourt was deployed in those “live” courts starting in April through



Yamhill County Circuit Court was the first court in Oregon to implement Oregon eCourt in June 2012. Current Chief Justice Thomas A. Balmer (r) and then Justice Paul J. De Muniz (l) observe Yamhill County Circuit Court Presiding Judge Collins using the system on “go-live” day in the courtroom.

October of 2013, and is now scheduled to deploy 30 days after Oregon eCourt is implemented in each of the remaining circuit courts.

Oregon eCourt and eFiling implementation in early 2014 included Benton, Polk, and our largest court, the most complex and demanding implementation yet, Multnomah County Circuit Court. We also deployed the highly anticipated service for online document access, which was made available to Oregon Bar members and “Designated Government Users” (DGUs) on May 1, 2014 - in courts that have implemented Oregon eCourt. The year 2014 will end with implementation in three additional courts, Douglas, Josephine, and Marion circuit courts during early December.

In only two years, OJD has moved ahead with Oregon eCourt technology in fourteen courts, offering a growing list of online services and electronic access to Oregon’s state courts. OJD’s leaders, courts, judges, staff, implementation teams, and supporters have risen to the occasion each step of the way to overcome every barrier, including the depletion of funding from years of state budget shortfalls. Court leaders have gone on the stump locally and statewide to rally court funding advocates and Oregon eCourt implementation teams have converted existing case files to the new

“One of the most effective and economical solutions to challenges raised by conflicts is the use of videos (video conferencing) for hearings and arraignments. Baker County first got a video system to use in doing arraignments and hearings with other courts starting at the beginning of 2006.”

– Presiding Judge Greg Baxter
Baker County Circuit Court

system in fourteen courts statewide. Court business processes in all fourteen courts have been rewritten and standardized to correspond with the new system, and courses have been developed to train all court staff and judges to use the new court software and hardware, and to maneuver through the online system. Implementation teams and go-live courts have participated in analyzing each court’s implementation process for information to increase the Oregon eCourt knowledgebase. OJD’s entire technical system (computer hardware, servers, security systems, web capability, and so on) has been upgraded by our Enterprise Technology Services Division to accommodate the move from paper to electronic data, and to maintain the integrated Odyssey suite of court applications in the future. The upgrade provides for system and data recovery capability for all of our electronic data systems in the event of an outage or disaster. Electronic integration with the different communications systems of partner agencies takes place in each court’s county before go-live to enable data-sharing with the Oregon eCourt system so our judges and staff can access the most recent case information at the click of a mouse. Through all of this, OJD has come together as a model of statewide teamwork to support and assist each court as it goes live.

Oregon eCourt is already improving court accessibility for the public and the legal community with online services in the “live” courts, and is widening the spread of OJD efficiencies in sharing judicial and staff resources from county to county with the ability to access Oregon eCourt case information from any location. All OJD courts statewide will have completed implementation of Oregon eCourt in 2016.

Video Conferencing to Share Judicial Resources

We are bringing established courtroom technologies (such as video conferencing in arraignments from prisons and detainment facilities, juvenile proceedings, or for witness appearances) up-to-date by using them in other capacities.

The Oregon Legislature funds the number of judgeships in a county based on population, leaving some rural counties with only one or two judges to hear all circuit court cases. The success and availability of video conferencing allows judges to hear cases remotely, providing additional judicial resources for rural courts in counties with heavy workloads or when a judge is recused from a particular case. Innovative use of technology helps stretch OJD’s budget dollars.

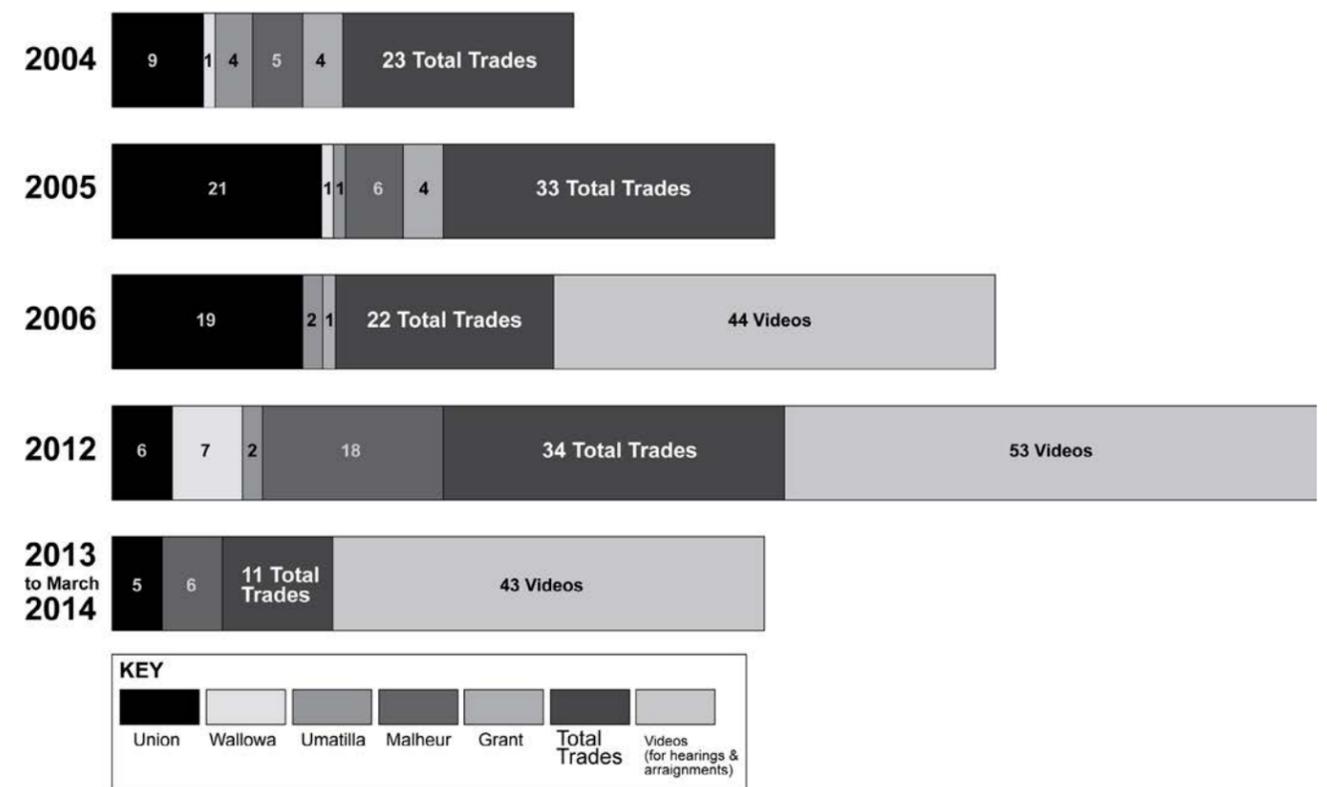
Video conferencing relieves several issues for rural Oregon circuit courts: low numbers of judicial resources assigned to their counties, judges traveling two hours one way just to hear a single case, and when conflict cases arise (when a particular judge has to recuse him or herself), another rural county judge can step in via video to hear that case.

Presiding Judge Greg Baxter, the single judge in Baker County has used this process of remote judging since 2006: “Remote judging saves a great deal of time and money. Matters without multiple exhibits and involving short time periods are easily done by video. It is an excellent program. The other part of this program that is crucial is the ability to have documents scanned from other counties and then to authorize or deny with the use of my signature stamp. I do this a great deal, especially for Grant County.” The rural counties already using video

conferencing to share judges are scheduled to implement Oregon eCourt in 2016, which will enhance their ability to complete shared work in those courts from any location. From his courtroom in Baker City, Judge Baxter has handled by video cases in Medford (400 miles away) and Klamath Falls (365 miles away). Rural counties currently participating in judge trades using video conferencing are:

- Baker (1 trial judge)
- Grant/Harney (1 trial judge)
- Malheur (2 trial judges)
- Union/Wallowa (2 trial judges)
- with help from Umatilla (5 trial judges)

Baker County Circuit Court Trades (Judge Sharing) with Other Counties



Note: Counts in the graph above reflect a video day if it was used that day. Multiple uses of video in a day were not counted. Video conferencing dealing with youth in detention or other facilities was not included. 2012 counts were skewed by a complex stalking/contempt case in Wallowa and an 11-day attempted murder case in Malheur County.

“As we are using our new Oregon eCourt system ...to keep our courts current in technology, we must also invest in training to keep our judges and staff current on the law; on science - the psychology of eyewitness testimony, for example; on mental health issues of the people who come before the courts - veterans, for example; and on the latest methods of effective court management.”

– Chief Justice
Thomas A. Balmer

Post-Conviction Review Program

Video conferencing technology continues to be developed in OJD’s Post-Conviction Review Program (PCR), where PCR trials from around the state are heard by senior judges stationed in Salem. The judge receives the case files by disk or secure server one week before the trial dates and generally rules from the bench, signs the judgments, and the cases heard on any day (generally eight to ten cases) are returned to the circuit court of record for filing. The Program started with Malheur County in 2000 and currently includes Malheur, Umatilla, Jefferson, Multnomah, Marion, and Washington Counties.

Senior judges are also assigned as the trial judges for post-conviction death penalty cases, which are filed in Marion County. This has allowed the trial court judges in the participating counties to focus on other cases currently pending in their courts and has also brought many of the pending non-death penalty PCR cases up-to-date, so where we may have scheduled two hearing days a month in a county we are down to one day a month.

Time, staff, fuel savings, and leveraging judicial resources are current benefits of video conferencing. OJD expects to expand those benefits even further once Oregon eCourt has been implemented statewide, allowing all of our circuit court judges to hear cases and access case information instantaneously from any computer in any courtroom.

Joint Jurisdiction Efficiencies

Each of Oregon’s 36 counties has a circuit court. Those with small populations are grouped together into “Joint Jurisdiction” districts - there are six of these out of 27 judicial districts. Joint Jurisdiction judges, trial court administrators, and certain staff travel between counties and courthouses working in one county on one day, and in another county the next day. Oregon eCourt technology has been implemented in one joint jurisdictional district so far - Crook/Jefferson, and has introduced tremendous efficiencies for staff and judges. Before Oregon eCourt, staff needing to view a case file to assist a party to that case could only do so if they were working in that county for the day. Now, staff that work in both counties can assist a judge, other staff, and the public by accessing case information electronically at either location, in a shorter amount of time. Judges used to check out the hard copy case files two weeks in advance of hearing a case, leaving staff without access to the file - now, the file can be viewed by judges and staff electronically



Post-Conviction Review hearing in Salem with attorneys in the case appearing before the judge and the incarcerated offender appearing from the prison through video conferencing.

in either county location. One Crook/Jefferson judge has already found an innovative use for Oregon eCourt with defendants who have cases in both counties: “For those criminal defendants with cases in both jurisdictions I can add the case(s) from the other county as a “walk-in” during court. I can then review future court dates of the defendant’s cases in both counties and ensure they have the same attorney appointed in both counties. I can then set all cases for a joint settlement conference. This is much more efficient for all parties.”

4. Healthy Courts Are Innovative

Mediation, arbitration, settlement conferences, jury trials, expedited civil jury trials, and specialty courts (problem solving courts) are some of the ways that Oregon has continued to

branch out from traditional adjudication to more effectively serve a complex society. Drug courts, DUII courts, mental health courts, family courts, and veterans courts (dockets) represent some of the innovative approaches that Oregon circuit courts have instituted over the last decade. In digging deeper for solutions that prevent future criminal behavior and lower costs to taxpayers, Oregon courts have invested the extra effort required of the comprehensive programs associated with problem solving courts. The purpose is to rehabilitate offenders by assessing their

“Everything that START requires of you will contribute to your success at remaining free from the grip of drugs, alcohol, and crime. Everyone who offers their work and effort to START – the court and its staff, attorneys, probation officers, law enforcement and treatment providers – have your success as their goal, and will do all they can do to support your positive efforts. But ultimately it will be your hard work, your determination, and your willingness to honestly confront your past that will determine whether you will be successful in making a better future.”

– Letter to participants from Judge Jean Kerr Maurer, Supervising Judge of the START program in Multnomah County Circuit Court

roadblocks to healthy behavior (psychological, social, educational, employment, medical, and family) and prescribing a monitored treatment plan that factors-in accountability for their crimes. Participants are able to learn problem solving and self-management and to build skills to find employment and become a contributing member of society when they graduate from the program.

Specialty Courts

Specialty Courts (or problem-solving courts) are specialized case dockets within the circuit courts designed to work with specific case types and clientele. They use their processes to collaborate with community health and public safety agencies to place offenders in court-supervised treatment and comprehensive rehabilitation programs. OJD’s circuit court judges connect eligible offenders to resources and programs that set in motion an opportunity to resolve personal and social issues that have derailed their lives. Drug courts, DUII courts, juvenile drug courts, veteran’s courts, family courts, domestic violence courts, mental health courts, and community courts allow offenders to confront and resolve their individual issues and behaviors through treatment, monitoring, guidance, and hard work. Depending on an offender’s eligibility (weighing the level of crime committed, criminal history, and extenuating circumstances) the court may allow entry into a particular program as a condition of probation or dismissal of charges upon successful graduation. Specialty court programs generally take participants from 9 to 12 months or more to complete.

Statistical outcomes of these programs show that participants are less likely to re-offend, program “graduates” leave with skills to build more productive lives for themselves and their families resulting in safer communities, and future incarceration costs for the state are reduced.

Drug Courts

Drug courts in Oregon are built on a proven drug court model used throughout the country that emphasizes intervention and treatment over prison sentences for qualified offenders with addictions. These courts function through collaboration with justice system partners – prosecutors, public defenders, the prison system – and community-based treatment services. The result is comprehensive, supervised, treatment programs that are statistically shown to reduce recidivism (between 75% - 85% of criminal behavior is drug related).



Family, friends, treatment providers, and attorney’s congratulate a graduate of the Success Through Accountability, Restitution and Treatment Program (START) in Supervising Judge Jean Kerr Maurer’s Multnomah County Circuit Court Drug Court.
Photo: Kelly House/The Oregonian

Offenders who participate in the START Program (Success Through Accountability, Restitution and Treatment) are matched to multiple social services, judicial supervision through Multnomah County Circuit Court and weekly drug testing in a practical support system that allows them to voluntarily work for a second chance. Under the guidance of the court with the possibility of court-imposed sanctions to encourage compliance with the program, offenders can build the life skills needed to break cycles of substance abuse, crime, homelessness, and unemployment. The START Program is a joint effort between justice, legal, and community partners.

Lane County Circuit Court was one of the first courts in Oregon to implement a drug court. Lane’s program requires all graduates to be free of any drug or alcohol use for the 90 days prior to graduation and to have full time employment or schooling, or a combination of both. Graduates who entered the program without a GED must have a GED at the time of graduation. In 2013, Lane County Drug Court graduated 94 participants who spent an average of 14.3 months in the program. The recidivism rate was 1%.

“Our soldiers are victors, not victims. They fought and bled for the liberties we enjoy. It is our task to fight for their freedom now - freedom from mental and physical pain, freedom to return home healthy, freedom to enjoy the legacy of their sacrifice.”

– Judge Vance D. Day
Marion County Circuit
Court Veterans Court

Veterans Courts

Before courts had specialized programs geared to the unique problems faced by veterans charged with crimes, many such offenders “fell through the cracks,” where no consideration was given to war-related medical and psychological problems that require special interventions. If conditions like PTSD, brain injuries, chronic pain, and life-changing physical injuries aren’t healed, self-medication with drugs and alcohol, or anti-social behavior is often the result, along with an inability to navigate the Veterans Administration system to obtain the therapeutic benefits veterans are entitled to.

Oregon’s first Veterans Treatment Court opened in Klamath County Circuit Court in 2010 in response to growing numbers of veterans winding up in court. The Oregon Judicial Department oversaw the design of a program with a framework of best practices (already proven by 44 established veterans courts across the country). The programs involve a partnership of the judicial system, the US Department of Veterans Affairs, the county Veterans Service Office, veterans benefit organizations, community agencies, volunteers, and the support of Peer Mentors who form a treatment team. The team meets before each veterans court session to review cases and make treatment recommendations to the court.

By the end of 2013, Klamath County Veterans Court had admitted 57 veteran defendants to the program. Twenty-eight have graduated (with an average of 16.5 months in the program) and there are 24 current participants. Since 2010, there have been 4 terminations for non-compliance. Additional veterans courts were opened in 2011 and 2012 in Lane and Marion circuit courts, and their success has led to plans for programs in Multnomah and Deschutes circuit courts.

Mental Health Courts

Like our Veterans courts, where normal case processing has not been effective in restoring defendants to a productive life, Mental Health Courts take into account the extenuating circumstances of specific diagnosed mental disorders that contribute to an offender’s criminal behavior. Structured supervision and treatment is the focus of Oregon’s Mental Health Courts, including providing access to long-term treatment, medications, housing, employment, and programs that teach self-management skills to reduce the likelihood of criminal behavior recurring in the future. A Mental Health



Veterans Court session in Judge Vance Day’s courtroom at Marion County Circuit Court. Photo courtesy of Oregon Department of Veterans Affairs

Court team lead by a judge includes community treatment providers, prosecutors, defense attorneys, and probation officers. The team works together to bring mentally ill offenders through several phases of an individualized program to stabilize them, send them to treatment programs, see that they satisfy restitution to the community and other court ordered obligations, and fulfill probation terms. Offenders are required to stay in the program a minimum of one year or more to accomplish successful graduation from the program.

Specialized problem-solving treatment courts such as these require extra funding and additional court time, but the long-term savings in public dollars is worth the investment. It costs \$85 a day to incarcerate an offender, but only \$12 a day to send an offender through a court-supervised treatment program. Of course, the ultimate benefit to society is that these programs are effective in transitioning offenders to productive, crime-free lives making our communities safer.

In addition to treatment-based alternatives to incarceration, Oregon’s specialty courts have introduced procedural innovations that save citizens and businesses time and costs associated with traditional litigation. Voluntary programs such as the Oregon Complex Litigation Court (Commercial Court), Expedited Civil Jury Trials, the Deschutes County Informal Domestic Relations Program, and OJD’s Juvenile Court Improvement Program (JCIP) simplify court procedures, making courts more accessible, flexible, and efficient.

“The Informal Domestic Relations Trial (IDRT) appears to be a success. The IDRT has increased access to justice for litigants, improved case management for the courts and has done so at virtually no cost, and by using available limited court resources.”

—Judge Wells B. Ashby
Deschutes County
Circuit Court

Oregon Complex Litigation Court (Commercial Court)

The Oregon Complex Litigation Court was piloted as “Commercial Court” in Lane County Circuit Court. It was developed as a procedural efficiency, where judicial resources would be shared statewide by assigning OJD judges experienced in large, complex commercial cases to lengthy and specialized business disputes that were burdening the dockets of smaller circuit courts. The court is available for parties to all complex civil cases around the state.

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

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

Oregon’s Lane County Commercial Court had 12 cases pending in 2014.

Expedited Civil Jury Trials

The Oregon Judicial Department, concerned over the continuing decline in jury trials brought about by high litigation costs and overloaded court dockets that can delay trials up to a year or more, implemented the Expedited Civil Jury Trial program in 2010. The program offers a “speedy” jury trial for simple cases (under \$50,000) at a reasonable price, and protects the right to a jury trial in civil cases. A jury trial of six jurors is guaranteed within four months of filing and parties must forego arbitration and agree to limited discovery and pre-trial motions in order to reduce costs and move the case through the court quickly. Eighteen Expedited Civil Jury Trials were conducted under this program between 2011 and 2014.

Deschutes County Informal Domestic Relations Trial Pilot Program

Informal Domestic Relations Trial (IDRT) cases include divorce, separation, unmarried parent, child custody or support modification, and forego traditional courtroom procedures. Parties to the case speak directly with the judge about their concerns; attorneys are optional; witnesses are not allowed

to testify unless the court approves an expert witness (doctors, counselors, and so on); and there is no cross-examination. Generally, the judge makes a decision the same day as the trial.

The informality of the program is less stressful and a time and cost-saver for self-represented litigants in domestic relations cases. Trial Court Administrator Jeff Hall has observed that “judges are constructively engaging with the litigants to get the information they need to make a good decision while still ensuring the litigants have an opportunity to tell the court what they want the court to hear. Also, removing the examination/cross-examination eliminates most of the arrow-slinging.”

Judge Wells B. Ashby sums up the pilot’s accomplishment:

“The Informal Domestic Relations Trial appears to be a success. The IDRT has increased access to justice for litigants, improved case management for the courts and has done so at virtually no cost, and by using available limited court resources. Access to justice has improved because self-represented litigants are able to present their cases without the challenges and complexity of formal court proceedings. The litigants tell their story and argue their case directly to the judge, without interruption or objection. Further, such cases are typically decided the same day they are heard. Case management has improved because most IDRTs can be litigated in a half day. Finally, with the exception of the production of brochures and waiver forms, no additional resources have been used to implement the IDRT program. While not appropriate in every domestic relations case, IDRT has proven in many cases to be a valuable procedural alternative to formal trial and a benefit to both litigants and the courts.”

Juvenile Court Programs

Oregon’s juvenile court programs (JCIP and CRB) were established several decades ago to ensure State compliance with federal and state laws that set child welfare and foster care requirements in court cases. The Federal government provided funding to state courts through the Court Improvement Program – which expanded the role of state courts to oversee court practices, hold periodic status reviews of children in

care, and to ensure, among other things, that dependency stakeholders involved in juvenile dependency cases (attorneys, caseworkers, guardians, court-appointed special advocates (CASAs), and Oregon’s citizen volunteer foster care review board (the CRB)) collect and provide objective case information to the court.

- The Juvenile Court Improvement Program (JCIP)

Using Court Improvement Program grant funding since 1995, OJD’s Juvenile Court Improvement Program (JCIP) has used federal funds across 26 counties to assess court practices, implement strategies for improving court processes, provide training for judges and child welfare stakeholders in both substantive law and issues impacting child development, develop benchbooks and other resources that assist judges in fulfilling their responsibilities, and evaluate the effectiveness of reform efforts.

In 2014, JCIP used online webinars to inform judges, court staff, and child welfare stakeholders about new legislation. JCIP staff created two online training modules and accompanying materials regarding new Oregon laws for accessing juvenile court records and adoption records.

JCIP’s “Through the Eyes of a Child” Conference 2014 was attended by nearly 70 judicial officers. Conference sessions featured practical training, best practices, and presentations by judges and experts from around the state on topics related

Judicial Leadership Roles in Reform of Juvenile Dependency Cases

- *Adopt and communicate a vision of timeliness in achieving safe, permanent homes for children.*
- *Motivate juvenile court stakeholders to work cooperatively to identify resources and services for at-risk children and families.*
- *Encourage inter-agency cooperation and coordination for those serving children and families.*
- *Convene regular meetings of all key juvenile court stakeholders to collaboratively identify and resolve systemic problems, plan specialized training events, strategize about new services to fulfill needs, address resource and funding issues, improve service delivery and court processes, and share their successes.*
- *Communicate regularly with local and state lawmakers and the public regarding juvenile court issues.*

to juvenile cases including court dependency hearings and procedures, use of Oregon eCourt technology, adoption process guidelines, foster care, transition of youth aging out, data, reports, legal trends, laws and policies, child safety, domestic violence, appellate cases, and other dependency-related subjects. JCIP also supported other /statewide multidisciplinary educational conferences (the Juvenile Law Training Academy, the Shoulder-to-Shoulder Conference, the CRB Conference, and numerous county-level educational programs) where judges, legal professionals, child welfare and health professionals, and other experts gave lectures and held interactive sessions with attendees. These yearly collaborative efforts ensure that all child welfare stakeholders have a shared body of knowledge to help maximize positive outcomes and suitable permanency for children.

JCIP also conducted research on how Oregon's courts and the CRB address the needs of older youth in foster care. Through observation of court and CRB hearings, youth focus groups and surveys, and stakeholder interviews, the research (focused on six Oregon counties) received strong staff, judge, and stakeholder support. The research resulted in a written report on how older youth experience the court, the CRB, and child welfare system and offered recommendations for improvements.

JCIP dedicated considerable attention in 2014 to a research project that monitors court compliance with the federal Indian Child Welfare Act (ICWA). This included training court observers and data monitors in data recording methods, analyzing Oregon data, and working with Oregon tribes and child welfare to streamline observation tools to focus on the questions that are most important to Oregon's courts, child welfare agencies, and tribes.

JCIP's Judicial Engagement and Leadership Institute

JCIP's Judicial Engagement and Leadership Institute (JELI) is a judge-led project that assists and encourages judges to be actively engaged in examining juvenile court dependency system issues and in developing solutions and strategies to address them, with the goal of improving outcomes for Oregon children and families. To carry out its mission during 2014 the JELI:

- Produced a statewide model DHS court report
- Updated statewide juvenile court forms
- Developed and delivered a full day experiential training for judges called "Anatomy of a Case"

- The Citizen Review Board (CRB)

The CRB is a statewide Judicial Department program enacted by the Oregon Legislature to help Oregon's courts monitor the case plans and services that DHS provides to children and families in juvenile dependency cases. The program relies on the work of volunteers who are trained on key aspects of the child welfare and juvenile dependency systems. These volunteer board members, supported by professional OJD staff, review cases of children and youth in foster care every six months (until they leave foster care) to make sure that placements and services received are timely and appropriate. Legal findings and recommendations from CRB reviews are filed with the court to help ensure that children and families involved in the case get the services they need and that every child lives in a safe, secure, healthy and permanent home – preserving families whenever possible. From July 1, 2013 through June 30, 2014, a total of 377 Oregonians served as CRB board members, reviewing the cases of 4,533 children who were in foster care for six months or longer.

In 2014, the CRB focused attention and resources on recruiting volunteers in areas with high vacancies and improving the overall quality and accessibility of board member trainings. In an effort to reach as many potential volunteers as possible with limited staff resources, the program began offering orientation training through video conferencing in multiple parts of the state. New online training modules were also developed that enable prospective volunteers to complete parts of the orientation training at home and at their own pace. Online availability of training greatly reduces some barriers to service, especially for prospective volunteers from rural communities.

A new Juvenile Court effort established by Chief Justice Balmer in 2014 is a task force to study mental health services for youth in the juvenile delinquency system: The Oregon State Court Juvenile Justice Mental Health Task Force (comprised of judges,

stakeholder agency directors, community service directors, medical professionals, and legal professionals). Members will review and assess the adequacy of mental health services to youth involved in the juvenile delinquency system, identify the inadequacies, and submit a report of findings and recommendations to the Chief Justice by December 31, 2015.

The oversight role of OJD courts in the reform of juvenile dependency case processes is working, and continues to develop. Oregon has improved child welfare and court systems as stakeholders continue to innovate and collaborate to make sure that children in crisis receive timely protection from abuse and neglect, timely permanency in a safe living situation, and fundamental child well-being and development (physical, psychological, and educational).

“Every person or institution needs the courts at some point in their lives. And when that point comes, they need to get their day in court – in a timely manner, with able judges and staff, and in a safe court facility. This is what Oregonians expect and deserve.”

– Chief Justice
Thomas A. Balmer
2013 State of the Courts
Speech

5. Healthy Courts Provide Resources for Self-Represented Litigants

Statistics show that self-represented litigants don't think they can afford an attorney, don't believe they need an attorney for their particular case, do not obtain any advice from an attorney about their case, are likely to be low income, and may have language or cultural barriers. Guaranteed by law, the right to represent oneself in court is a citizen's choice. The economic slump of recent years has forced more middle income litigants to represent themselves as well, increasing the need for courts to ensure that these individuals receive adequate access to justice. OJD's efforts to prepare self-represented litigants for court include self-help resources and staff, public law libraries, statewide forms, and user-friendly technology.

A nationwide average of 80% of family law cases will involve at least one, and often two, self-represented litigants. The manner in which judges handle these cases in court determines whether or not both parties will receive a fair hearing. Courtroom practices by judges and staff, such as shifting from legal terminology to plain language; explaining what will occur during the hearing and reviewing what the legal issues are; pointing out who has to convince the judge and how strong the evidence has to be; and prompting the parties to provide information represent the court's commitment to safeguarding justice for the self-represented.

Oregon eCourt technology will upgrade OJD's online processes and resources for self-represented litigants, including online interactive forms. A statewide forms project is in the works and will base a series of interactive online forms on Multnomah County Circuit Court's current Family Abuse Prevention Act (FAPA) TurboCourt™ form for restraining orders. The interactive form program asks the applicant a series of questions, populating the form with the applicant's answers, and results in a document to submit to the court that complies with applicable rules without the need for court staff assistance in filling out the form.

6. Healthy Courts Provide Safe Court Facilities

OJD has worked since 2006 to build Legislative support for state funding to help counties meet their obligation to provide court facilities that are safe for employees and visitors working or doing business in Oregon's courthouses. A joint Legislature-OJD assessment of the condition of all state court facilities resulted in recommendations on how each courthouse met guidelines related to functional performance (courtroom size – office space – building systems – ADA accessibility – physical condition of the building); security (physical

security of the public, litigants, judges, and staff – the building's security systems); and life safety (building and fire code compliance – seismic performance). The assessment identified the costs of bringing the most inadequate facilities up to acceptable standards. Funding was approved for 32 facility projects through the 2011-2013 biennium. The 2013 Legislative Session provided bipartisan support for the completion of critical infrastructure improvements by designating a matching funds program and providing access to state bond funding so that counties, which own our state courthouses, can move forward with repairs, security improvements, building new courthouses, and future maintenance to keep our court facilities functional and safe.

7. Healthy Courts Need To Be Able To Attract the Best and The Brightest Judges

Oregon's courts need judges experienced in all areas of the law: public and private sector law, civil and criminal law, and family law. A compensation and benefit level that will attract well-qualified judicial candidates who will bring a diversity of backgrounds and experience to the courtroom is key to a healthy court system. As our current judges retire and new judges replace them, Oregon state courts will be hard-pressed to attract the best and the brightest without reasonable compensation for qualified judges.

For the past several decades, the pay rate for Oregon judges has remained stuck at the lower end of the national scale (45th in the nation in 2013, 50th when adjusted for cost of living), making a judicial career less attractive to talented Oregon lawyers. The national median salary for a circuit court judge in 2013 was \$139,919, but in Oregon the median salary was substantially less – \$119,468.

Improving compensation for Oregon judges has been an OJD priority during the last several Legislative sessions, and in 2013, the Legislature agreed to a modest pay raise for judges on January 1, 2014, with another to occur in 2015. OJD hopes to make additional progress during future Legislative sessions to lay the groundwork for an objective, public advisory group that would

keep Oregon's judicial salaries in line with the national average for state courts.

Summary

OJD's focus in the coming years will be to establish the basis for a healthy court system. Ongoing improvements and updated technical processes will continue into the future to ensure that Oregon state courts will continue to meet their constitutional obligation of providing a well-functioning judicial system – a core function of government.

Fully functioning courts need the tools and resources to protect our individual and constitutional rights, guard our civil liberties, and make legal decisions that impact businesses and the economy. The funding crisis of the last five years saw multiple OJD court services slip through our fingers, weakening the health of the courts and, in turn, threatening the health of justice in our society. As an organization, OJD has responded by rethinking many of the ways it delivers services, adopting new methods and technologies, and working with stakeholders, public safety partners, and the Oregon Legislature to improve the court system.

Case Statistics

In 2013, there were 541,928 cases filed in Oregon's circuit courts. Almost 1,500 cases are filed in Oregon courts every day, including civil cases, felonies, and civil commitments.

Nearly 600,000 cases are filed in Oregon courts every year. Cases filed include traffic tickets, disputes over minor fender-benders, divorces, contested child custody cases, complex securities and trade secrets controversies, serious medical malpractice cases, and cases involving criminal acts. All subject matter of cases (civil, criminal, family, and juvenile) are heard in the circuit courts, which are Oregon's court of "general jurisdiction," except for cases involving tax laws, which are heard by the Oregon Tax Court. Circuit Court case decisions may be appealed to the Court of Appeals, which will issue a decision in the case (Tax Court and death penalty case appeals go directly to the Supreme Court). A party who is dissatisfied with the Court of Appeals decision may petition the Supreme Court to review that decision. The Supreme Court can choose to accept or deny the petition.

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



The Oregon Supreme Court Building's Ionic-style columns flank rows of shelves housing the State of Oregon Law Library's collection that includes approximately 165,000 volumes and extensive digital and online resources as well as historical legal documents and rare books, United States federal government publications, and legal periodicals.

Oregon Supreme Court Cases

Cases filed with the Supreme Court come from petitions to review Court of Appeals decisions or other case types that require mandatory review. All cases filed with the court are reviewed, but only mandatory cases and cases that present important questions are considered by the court for written opinions.

CASES FILED*	2011	2012	2013
Appeal Cases			
Civil	140	108	104
Collateral Criminal	165	172	201
Criminal	362	357	331
Juvenile	38	42	65
Judicial Review Cases			
Agency/Board	50	53	51
Direct Review Cases			
Agency/Board	1	1	0
Ballot Measure	15	18	23
Civil	3	3	0
Criminal	10	5	4
Legislation	0	0	5
Other	0	0	0
Tax	5	8	11
Original Proceeding Cases			
Civil	0	0	0
Writ	81	83	82
Writ/Petition	1	0	0
Professional Regulation Cases			
Attorney Discipline	51	72	71
Judicial Fitness/Disability	0	1	1
TOTAL FILINGS	922	923	949
OPINIONS ISSUED	74	64	66
CONCURRENCES	5	5	9
CONCUR/DISSENTS	1	1	2
DISSENTS	9	5	7

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

Oregon Court of Appeals Cases

Oregon's Court of Appeals is the busiest appellate court in the nation, processing nearly three thousand cases a year, averaging 458 written opinions per year over the last three years. Detailed case statistics are shown below for 2011, 2012, and 2013 and include cases filed in each case category, and number of opinions issued.

CASES FILED	2011	2012	2013
Adoptions	0	3	1
Criminal	1204	1281	1146
Criminal Stalking	5	3	3
Civil	340	319	308
Civil Injunctive Relief	0	0	0
Civil Agency Review	16	10	8
Civil FED	30	29	32
Civil Other Violations	14	18	11
Civil Stalking	26	15	18
Civil Traffic	28	15	16
Domestic Relations	145	140	152
Domestic Relations			
Punitive Contempt	3	1	4
Habeas Corpus	50	45	29
Mandamus	0	0	0
Juvenile	0	0	0
Juvenile Delinquencies	25	16	25
Juvenile Dependencies	159	188	181
Juvenile Terminations	37	38	35
Probate	20	17	19
Post-Conviction	305	305	217
Traffic	68	45	43
Administrative Review	231	211	141
Land Use Board of Appeal (LUBA)	31	16	20
Parole Review	31	64	66
Workers Compensation	76	94	67
Mental Commitment	87	84	79
Columbia River Gorge			
Commission	1	0	0
Rule Challenge	7	8	16
Other	7	7	15
TOTAL FILINGS	2936	2909	2652
OPINIONS ISSUED	494	494	437

Oregon Circuit Court Cases

During 2012 and 2013, eight out of Oregon's 36 circuit courts implemented a new case management system - Oregon eCourt. The case statistics shown below reflect the combined totals of cases filed in OJD's legacy case management system, OJIN, and Oregon eCourt's case management system.

Number of Cases Filed Through Oregon eCourt and OJIN Combined

CASES FILED	2011	2012	2013
Civil Cases	68,997	70,090	75,187
FED (landlord/tenant) Cases	23,452	22,562	20,004
Small Claims	73,673	76,075	70,259
Dissolution	17,176	17,397	16,790
FAPA	10,818	10,181	9,649
Other Domestic Relations	19,925	17,701	17,459
Felony	31,086	31,980	32,464
Misdemeanor	59,589	57,529	53,029
Violation	214,654	211,502	215,080
Juvenile	14,013	12,924	11,783
Mental Health	8,871	9,459	9,582
Probate	10,347	10,196	10,642
TOTAL FILINGS	552,601	547,598*	541,928*

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

Oregon Tax Court Cases

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

REGULAR DIVISION	2011	2012	2013
Cases Filed	73	97	43
OPINIONS ISSUED	23	32	37
MAGISTRATE DIVISION	2011	2012	2013
Cases Filed	1310	885	580
OPINIONS ISSUED	430	378	185

Financial Statistics

Fiscal Overview

“...we need an adequately funded court system - not to help the lawyers or the judges, but to help the victim of domestic violence who needs a restraining order against an abusive ex-spouse, or the neglected child who needs intervention in order to be safe and to flourish, or the tenant facing a wrongful eviction or the landlord trying to evict a deadbeat tenant.”

— Chief Justice
Thomas A. Balmer
OSB House of Delegates
Speech 2013

The Oregon Judicial Department receives funding for its operating costs primarily from Legislative appropriations out of the State General Fund. OJD’s General Fund appropriation for 2011-2013 amounted to \$368 million – approximately 2.49% of the General Fund Budget and ¾ of 1 percent of the total state budget. The 2013-2015 State General Fund appropriation was \$394.5 million – 7.2% greater than the 2011-2013 allocation. Other revenue amounts are added to the budget to cover non-operating costs (Oregon eCourt, facilities, treatment courts) and come from legislative approval for bond funding; federal funds (usually grants); “other funds” (1% of revenues received by OJD from fees, service charges, specific taxes, and loan programs, the balance of which goes to the state General Fund and specific state services); and special purpose appropriations (funds authorized during the biennium by the Legislature’s Emergency Board for a specified use). Total OJD funding in 2011-2013, counting other funds, was \$425 million and \$461 million in 2013-2015.

Increases to OJD funding for the 2013-2015 Biennium were due to an improved economy and legislative approval of some of OJD’s requests. Those funds allowed OJD to: eliminate full-day furlough closures – keeping our courts open every business day; restore some staff positions – decreasing case processing time and getting judgments entered; provide judges and staff with overdue cost-of-living and salary increases; and fund the three-judge panel for the Court of Appeals that had been approved in 2012. Other funds were approved to continue implementation of Oregon eCourt; the continuation of a dozen treatment courts; and infrastructure funds for urgent Supreme Court building repairs, replacement of the temporary Union County Courthouse, and money and access to state bonds for matching funds to help several counties begin to replace or renovate unsafe or inadequate county-owned courthouses.

OJD Revenues 2011 - 2013

OJD revenues are generated from case filing fees, driver license sanction fees, trial and hearing fees, court collection fees, and fines imposed on violations and crimes. These revenues are distributed to the state’s General Fund and various state services and state, city, and county programs.

REVENUES	
Fees	\$140,550,763
Fines/Forfeitures/Assessments/Surcharges	\$125,735,200
Filing Fee Based	\$1,051,814
Judicial System Surcharge Acct - ended June 30, 2011	\$5,826,828
Indigent Defense	\$4,310,376
TOTAL REVENUES	\$277,474,981

2011 - 2013 Distribution of Revenues

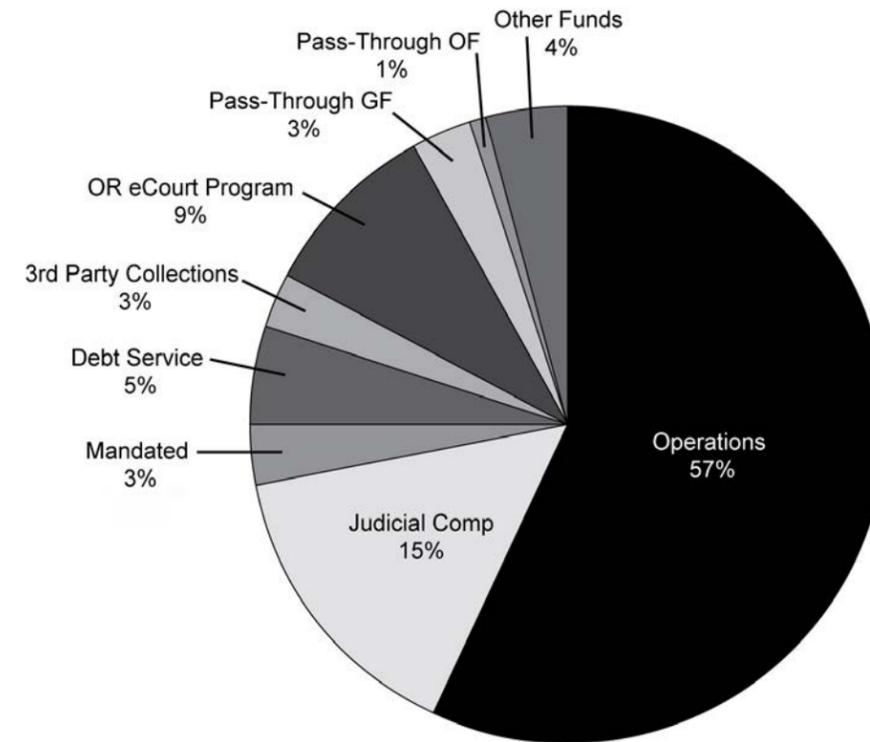
TRANSFERRED TO	
General Fund	\$128,650,763
Legal Aid Fund	\$11,900,000
Oregon Dept of Revenue (CFAA)	\$101,187,251
Public Defense Services Commission (ACP)	\$4,310,376
Judicial Department (Operating Account)	\$324,354
Judicial Department (Court Forms)	\$521,828
Cities	\$23,243,166
Counties	\$7,299,571
Other	\$37,671
TOTAL DISTRIBUTIONS	\$277,474,981

2011 - 2013 Compensation & Restitution Disbursements

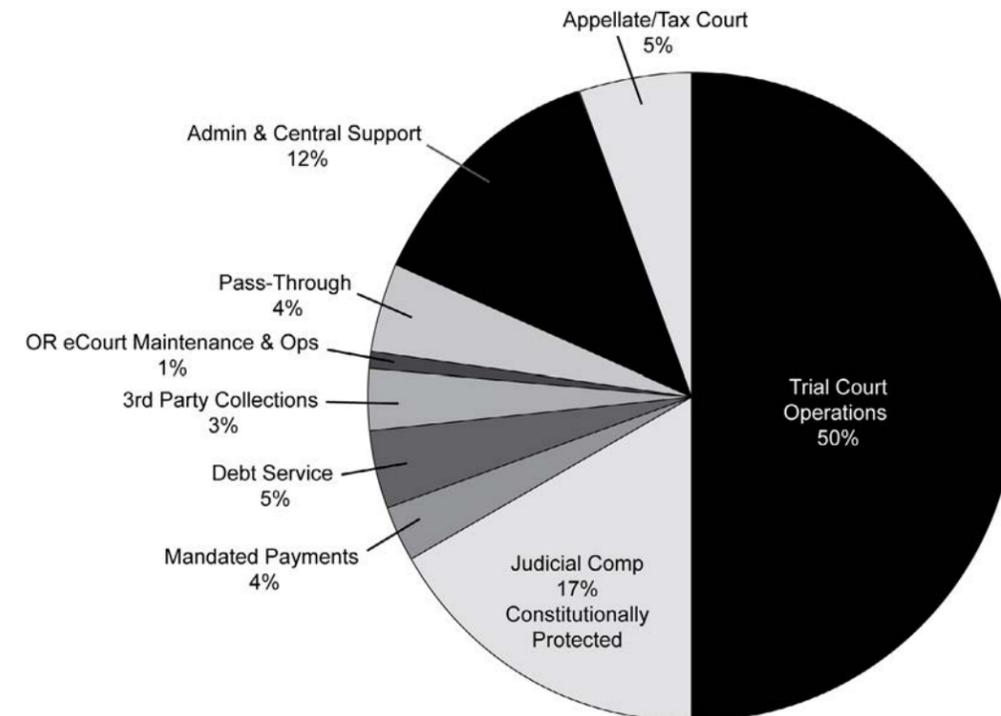
Judges may order a defendant in a criminal trial to pay restitution to cover victim damages, which may include payments that will go to the victim and payments to reimburse the Oregon Crime Victim's Compensation Program, which provides support benefits to victims of crime.

STATEWIDE	
Restitution to Victims	\$17,192,444.97
Compensation Program	\$2,874,917.77
TOTAL RESTITUTION /COMPENSATION	\$20,067,362.73

OJD's 2011-2013 Legislatively Approved Budget - by Allocation Area Percentage



OJD's 2013-2015 Legislatively Approved Budget - by Allocation Area Percentage



OJD's Future Funding Goals

OJD's priorities for 2015-2017 are to secure the funding needed to bring our courts back to full operating capacity. We will seek to restore staff positions lost over the past six years so that the courts can decide cases and enter judgments in a timely manner, and ensure access to justice, including court-based staff support for family law and self-represented litigants. We will continue to ask the Legislature to permanently fund the treatment, family, and veteran's court programs that are successfully dealing with crimes related to societal problems that can't be resolved in a standard courtroom setting; we will analyze and address the need to hire more judges in counties whose populations have grown; and we will keep pushing to move Oregon's judicial salaries closer to the national average so as to attract the most qualified judges. As in the last two bienniums, we will point out the need to fund court security and seismic retrofitting of facilities to protect the safety of people doing business in our courthouses as well as judges and staff.

"...we need to start rebuilding the Oregon court system and move it towards the healthy court system I have described. We need to be clear with the Legislature about what our needs are and what state funding can buy."

— Chief Justice
Thomas A. Balmer
2013 State of the Courts
Speech

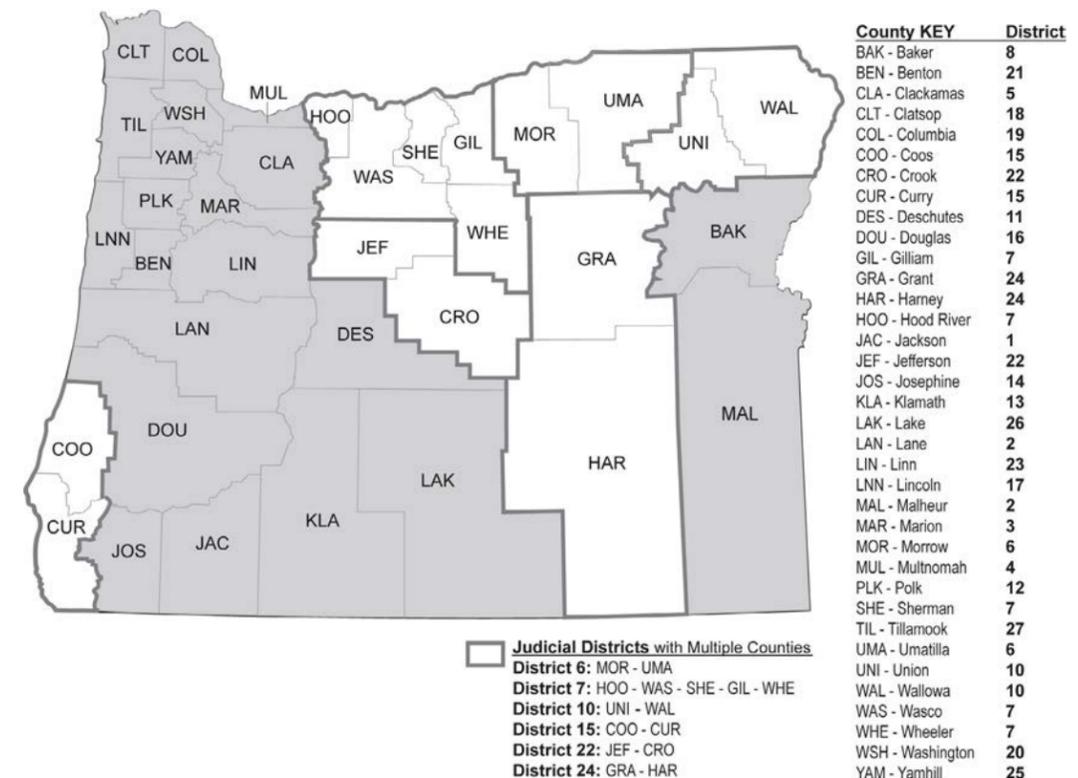
Oregon eCourt implementations reached the halfway mark in December 2014 having completed 7 "go-lives" in 14 counties, with six remaining "go-lives" scheduled that will include 22 counties by the end of 2016. We are requesting that the Legislature provide General Fund appropriations for two additional categories that are inseparable with the future use of Oregon eCourt: funding for ongoing maintenance of the new technology system and funding for ongoing business process training, so that judges and staff will remain current with technology upgrades and new software features.

Our funding depends in good part on developing an effective and open relationship with the Legislative Branch along with the continued support voiced by our court-funding advocates and legal stakeholders. Part of OJD's organizational mission is to strengthen those connections, which contribute to OJD's effort to rebuild, develop, and maintain a healthy and accessible court system for Oregon.



OJD will need ongoing training funds in its General Fund allocation in 2015-2017 and beyond to keep our judges and staff in all 36 counties (some with multiple districts and courthouses) up-to-date on system software developments and upgrades to Oregon eCourt technology. New training classes (separate classes for judge needs and staff needs) will need to be created and staffed with trainers for software and feature upgrades, updates to the Online Help system for Oregon eCourt, and development of all related court business processes for different categories of staff positions.

OJD Judges and Staff Across 36 Counties Will Require Ongoing Training on Oregon eCourt Software and Continuous Development of OJD Business Processes



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