

OREGON JUDICIAL BRANCH



2015 Annual 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 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.

Table of Contents

Introduction by Chief Justice Thomas A. Balmer	1
OJD Structure	3
Oregon Supreme Court.	5
Oregon Court of Appeals	6
Oregon Circuit Courts	7
Oregon Tax Court.	8
Office of the State Court Administrator	9
2015 In Review	11
On the Bench	11
Leveraging Court Technology	15
Oregon eCourt	15
Post-Conviction Review Program	18
Innovative Court Programs	19
Specialty Courts (Treatment Courts).	19
Drug Courts	21
Mental Health Courts	22
Veterans Courts.	24
Problem-Solving Courts	25
Lane County Commerical Court.	25
Expedited Civil Jury Trials.	27
Deschutes County Informal Domestic Relations Trial	28
Juvenile Court Programs.	28
Juvenile Justice Mental Health Task Force	30
Tribal-State-Federal Court Forum	33
Justice Reinvestment Initiative	34
Equal Justice For All	35
The Oregon Supreme Court Council on Inclusion and Fairness	35
State Family Law Advisory Committee	36
Rules for Limited Scope Representation (Unbundling).	36
Task Force on Legal Representation in Childhood Dependency.	37
Human Trafficking - State Plan.	38
Protective Proceedings for Elders	39
Court Language Access Services	41
Access for Court Customers with Disabilities	41
Strategies for the Future - The Work of CREW	43
Our Courthouses - Preserving the Past, Building for the Future	47
Case Statistics.	53
Financial Statistics	59
OJD’s Future Funding Goals.	62

Introduction

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

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

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

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

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

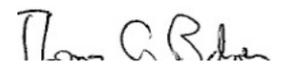


Oregon Supreme Court Chief Justice Thomas A. Balmer, who is chair of the Civil Justice Initiative, led the 2015 National Center for State Courts (NCSC) Justice Roundtable Discussion. *Photo: Courtesy of NCSC*

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

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

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


Thomas A. Balmer
Chief Justice
Oregon Supreme Court

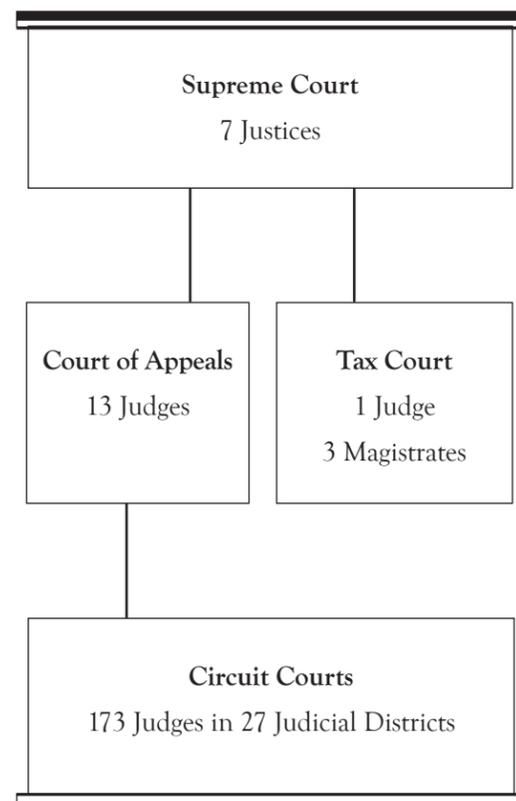
OJD Structure

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

— Oregon Judicial Department 2014–2019 Strategic Plan

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

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



View from the bench in the Oregon Supreme Court

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

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

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

Oregon Supreme Court



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

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

Oregon Court of Appeals



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

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

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

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

Oregon Circuit Courts

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

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

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

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

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

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

Oregon Tax Court



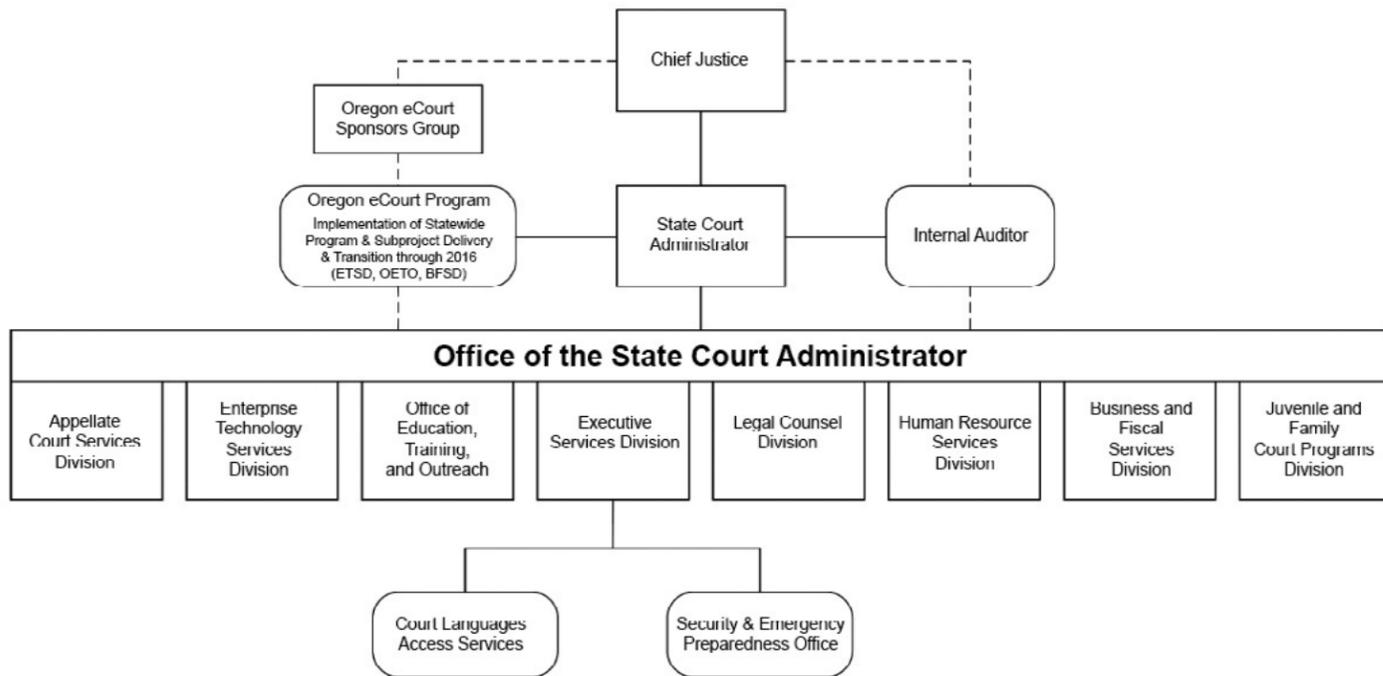
Oregon Tax Court (l to r): Magistrate Richard D. Davis, Magistrate Allison R. Boomer, Magistrate Daniel K. Robinson, and Tax Court Judge Henry C. Breithaupt

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

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

Office of the State Court Administrator

OFFICE OF THE STATE COURT ADMINISTRATOR Organization Chart January 2015



Kingsley W. Click, Oregon State Court Administrator

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

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

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

2015 In Review

On the Bench

Supreme Court

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

Court of Appeals

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

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

— Oregon Judicial Department 2014–2019 Strategic Plan



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

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

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

— Oregon Judicial Department 2014–2019 Strategic Plan

Circuit Courts

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



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

Tax Court

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

2015 Judicial Education Events

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

2015 Judicial Conference

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

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

Leveraging Court Technology

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

—The Oregon eCourt Vision

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

Oregon eCourt

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

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



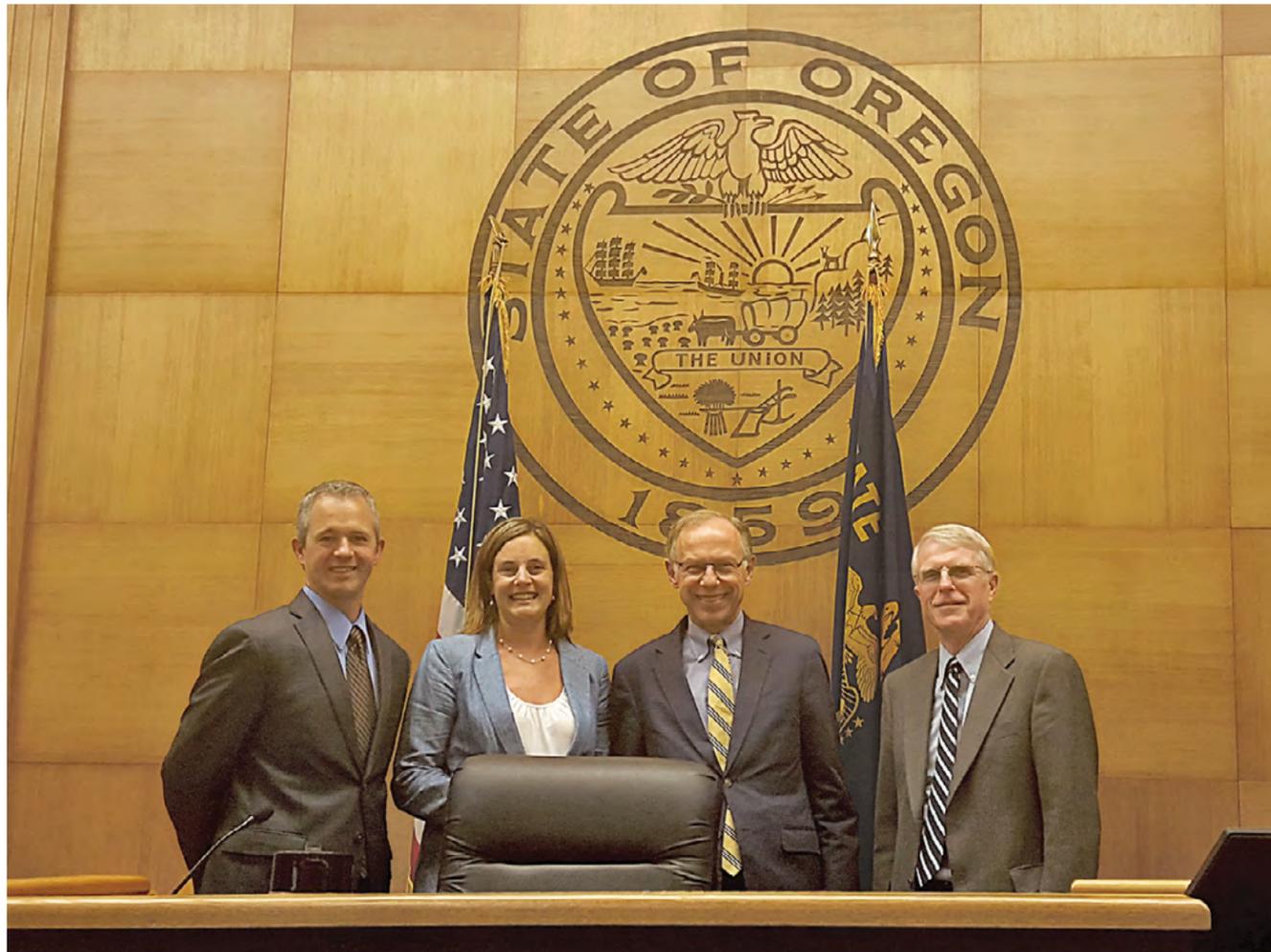
Klamath County Circuit Court “War Room” during the June 8, 2015 Oregon eCourt Go-Live. The go-live process is assisted in each court, by onsite support teams for 2 weeks until the court is set to operate the new system on its own. A War Room team is assigned for each go-live court to expedite and solve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

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

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

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

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



Chief Justice Thomas A. Balmer visited with judges and staff at some of the southern coastal courts as they prepared for Go-Live in September 2015. The Go-Live bumped the number of circuit courts using the Oregon eCourt system up to 26, carrying 85% of the Oregon circuit court caseload. (l to r): Judge Jesse C. Margolis and Judge Cynthia L. Beaman—Curry County Circuit Court, Thomas A. Balmer—Chief Justice of the Oregon Supreme Court, and Presiding Judge Richard L. Barron—Coos-Curry County Circuit Courts, 15th Judicial District.

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

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

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

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

Post-Conviction Review Program

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

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

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

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

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

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

Innovative Court Programs

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

— Oregon Judicial Department 2014–2019 Strategic Plan

Specialty Courts (Treatment Courts)

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

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

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

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

Figure 1

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

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

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

Drug Courts

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

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

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

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

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



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

Mental Health Courts

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

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

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

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

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

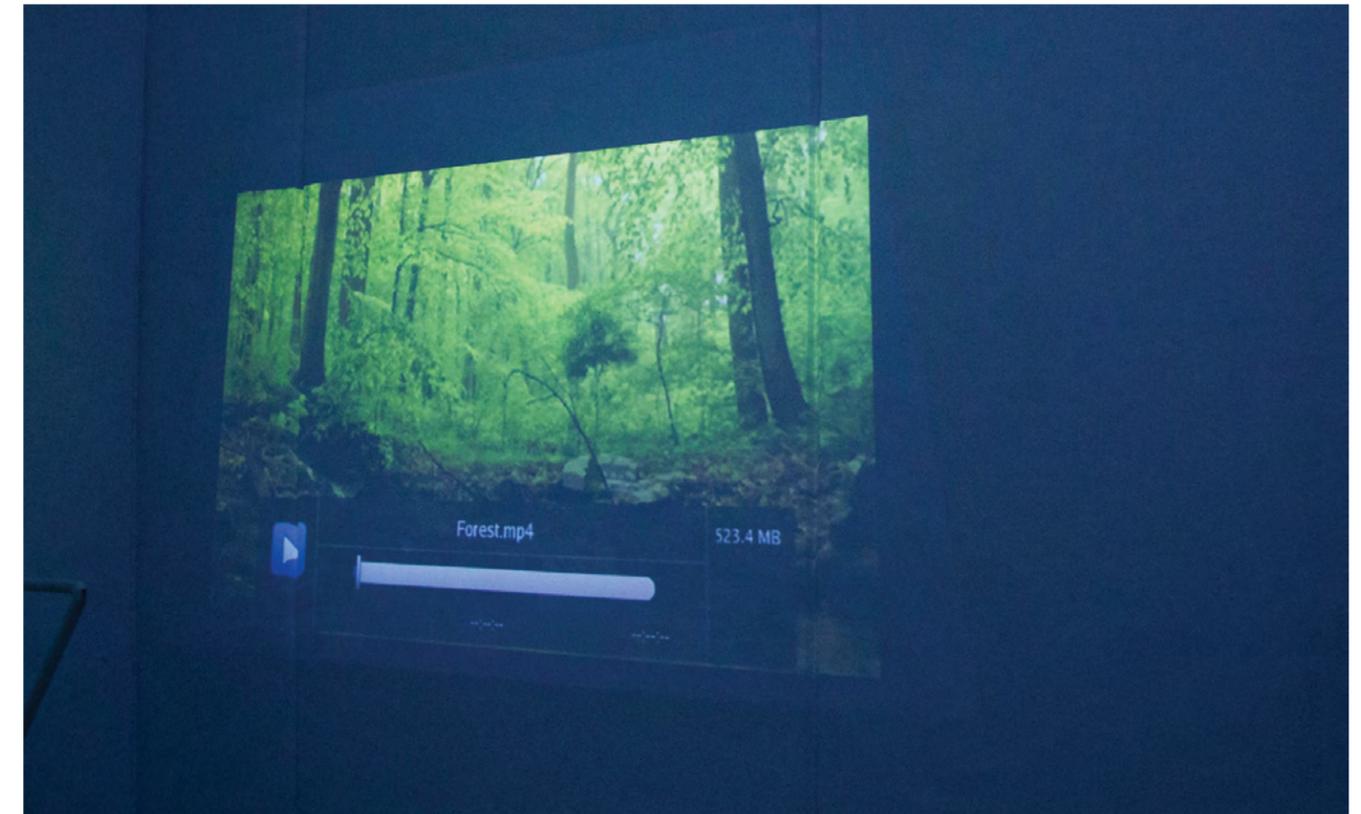
prison protocols like isolation and restraint are still used to control combative behaviors and psychotic outbursts of this high-needs population. These practices show that prison environments cannot replace treatment for the mentally ill. In fact, general prison culture and control methods like isolation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

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

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

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

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



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

Veterans Courts

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

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

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

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

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

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

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

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

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

Problem-Solving Courts

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

Lane County Commercial Court

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



Oregon Judicial Department Veterans Court Statistics 2015

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

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

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

— Oregon Judicial Department 2014–2019 Strategic Plan

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

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

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

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

Expedited Civil Jury Trials

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

Deschutes County Informal Domestic Relations Trial

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

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

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

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

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

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

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

Juvenile Court Programs

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

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

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

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

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

The Juvenile Court Improvement Program

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

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

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

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

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

The Citizen Review Board

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

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

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

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

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

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

Juvenile Justice Mental Health Task Force

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

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

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

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

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

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



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

- juvenile justice detention facilities and hospitals unless a crisis poses a public safety risk. Screening and services should be trauma-informed and developmentally appropriate. Pre-adjudicatory mental health screening information should not be used to put the juvenile’s legal interests at risk.
- Crisis placement for juveniles should be selected from community-based mental health services. First-choice options should range from in-home services, temporary foster care, or residential treatment facilities. A statewide clearinghouse should be developed listing available facility openings.
- Reform juvenile justice detention facilities to meet the system’s adopted standards and best practices by providing mental health screening, timely assessments, suitable environments designed to rehabilitate mentally ill juveniles, and support for issues that revolve around gender, race, culture, faith, and socio-economic status. Community transitional programs should be part of the juvenile justice mental health program upon release from detention.

- Regulate administration of psychotropic drugs or other prescribed medications to justice-involved juveniles according to the same rules statewide.
- Establish a “Children’s Cabinet” represented by the three branches of state government – Judicial, Executive, and Legislative – to coordinate and support the efforts of the system’s stakeholders on a statewide level.
- Establish a legal framework for recognized, enforceable agreements and data sharing covering coordinated actions between schools, law enforcement, community service providers, child welfare, juvenile justice facilities, and the courts.

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

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

—Oregon Supreme Court Chief Justice Thomas A. Balmer

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

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

Tribal-State-Federal Court Forum

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

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

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

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

Justice Reinvestment Initiative

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

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

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

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

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

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

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

Equal Justice For All

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

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

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

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

The Oregon Supreme Court Council on Inclusion and Fairness

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

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

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

State Family Law Advisory Committee

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

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

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

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

Rules for Limited Scope Representation (Unbundling)

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

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

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

The Subcommittees:

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

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

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

Task Force on Legal Representation in Childhood Dependency

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

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

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

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

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

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

Human Trafficking - State Plan

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

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

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

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

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

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

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

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

Protective Proceedings for Elders

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

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



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

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

Guardian Partners

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

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

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

Court Language Access Services

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

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

Access for Court Customers with Disabilities

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

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

[OJD will improve]
Limited English Proficient
Person Services:

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

— Oregon Judicial
Department 2014–2019
Strategic Plan



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



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

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

Strategies for the Future

The Work of CREW

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

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

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

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

Business Processes Subcommittee

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

Internal/External OJD Forms

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

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

Organization and Structure Subcommittee

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

Judges as Statewide Resources

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

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

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

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

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

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

— Oregon Supreme Court Chief Justice Thomas A. Balmer

Communication: Outreach, Internet, and Social Media Subcommittee

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

Ad Hoc Workgroups

2014–2019 OJD Strategic Plan

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

Oregon Docket Management Initiative (ODMI)

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



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

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

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

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

Our Courthouses

Preserving the Past, Building for the Future

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

— Oregon Judicial Department 2014–2019 Strategic Plan

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

New Union County Courthouse

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

Multnomah County Courthouse

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



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





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

Supreme Court Building Rehabilitation

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

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

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



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

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

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



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



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

New Jefferson County Courthouse

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

Life and Safety Improvement Projects

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

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

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

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

Case Statistics

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

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

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



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

Oregon Supreme Court Cases

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

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

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

Oregon Court of Appeals Cases

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

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

Oregon Circuit Court Cases

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

Number of Cases Filed in Oregon Circuit Courts

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

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

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

Oregon Tax Court Cases

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

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

Financial Statistics

Fiscal Overview

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

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

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

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

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

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

OJD Revenues 2015–2017

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

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

2013–2015 Distribution of Revenues

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

2013–2015 ePay and eFile Payments Received

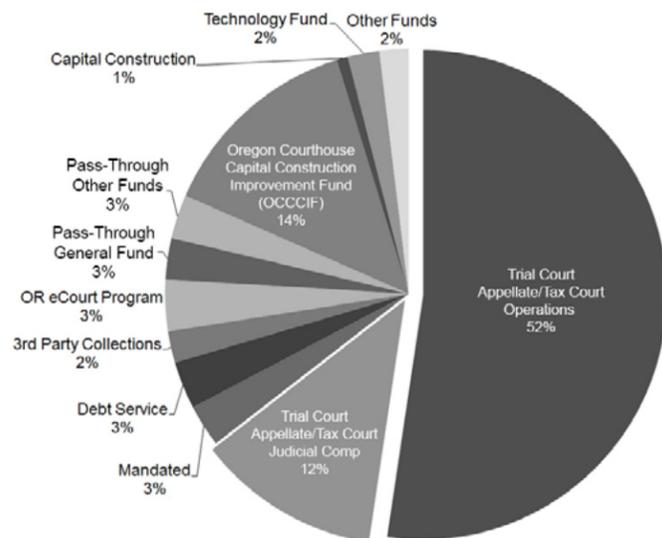
OJD ePayment is an online payment system that accepts payments on citations and civil and criminal cases with pre-authorized payment plans. It is a component of OJD’s case and financial management systems (OJIN/OECI/ACMS/FIAS), which combine receipts from OJD’s legacy case management and financial systems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

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

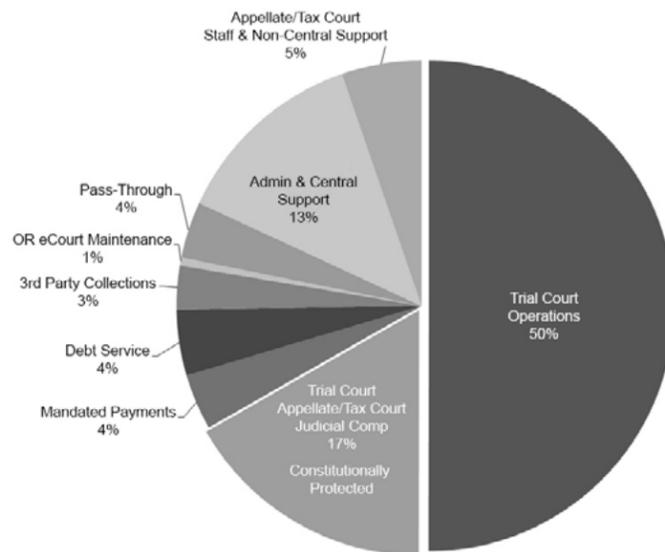
STATEWIDE	2013	2014	2015
OJD ePayments	\$16,109,655	\$17,093,818	\$20,708,258
OJD File & Serve Payments	\$95,035	\$2,059,903	\$15,852,144
TOTALS	\$16,204,690	\$19,153,721	\$36,560,402

OJD Legislatively Approved Budget

2013–2015 - by Allocation Area Percentage



2015–2017 General Fund - by Allocation Area Percentage



OJD’s Future Funding Goals

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

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

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



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

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

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

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

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

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

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