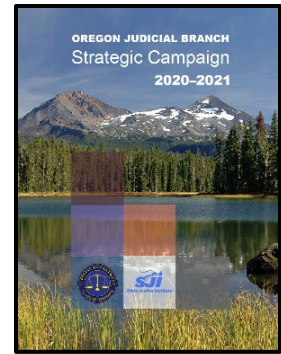


# Oregon Judicial Branch Strategic Campaign

## November 2021 Report and Renewal for 2022



### A message from Chief Justice Martha L. Walters



Martha L. Walters, Chief Justice  
Oregon Supreme Court

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

It is essential that we take a systematic and intentional approach to advance that mission. To do that, we adopted our Strategic Campaign 2020-2021, a two-year plan for the courts. We made four commitments to the people of Oregon and undertook 19 initiatives to fulfill them. That two-year plan allowed us to focus on the actions that we identified as most critical to advance our mission, while also providing flexibility should it be necessary to respond to emerging issues. We were fortunate that it did. Just after we adopted our Strategic Campaign, the COVID-19 pandemic hit, and we had to determine how to continue to provide justice services and do so safely. We had to adjust our operations and our expectations, but I am proud to report that our focus and flexibility has allowed us to do more than keep our courts open. As the following summary demonstrates, we have been able to achieve or make significant progress on many of our commitments and initiatives.

It will, however, take additional time to complete our work, and we have decided to continue our Strategic Campaign, with renewed commitment and updated initiatives, for an additional year. The following summary includes our plans for 2022. During that year, we will expand our planning process to develop the next full two-year Strategic Campaign for 2023-2024.

By rededicating ourselves to the commitments we have made and setting out the new or continuing initiatives that we will undertake to put those commitments into action, and by working collaboratively within the state courts, with the legislative and executive branches, and with community partners across the state, we will be well-positioned to address critical challenges, increase public trust and confidence in our courts, and improve justice services for all. Thank you for your efforts to those ends.



# Strategic Campaign Commitments 2020-2022

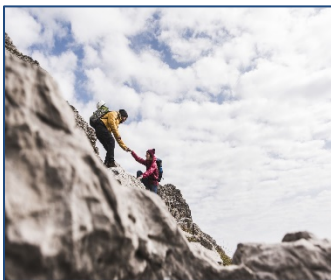
The Oregon Judicial Department renews these four commitments to the people of Oregon

## Commitment 1



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

## Commitment 2



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

## Commitment 3



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

## Commitment 4



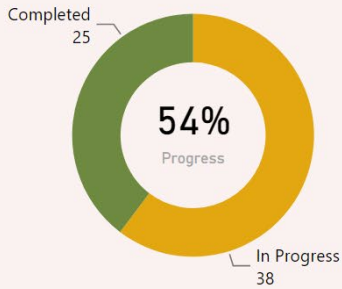
We will create a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming; that embraces diversity; and where all people can thrive and are treated with respect and dignity.



# Strategic Campaign Commitments Summary of Progress

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

### Commitment 1 Progress

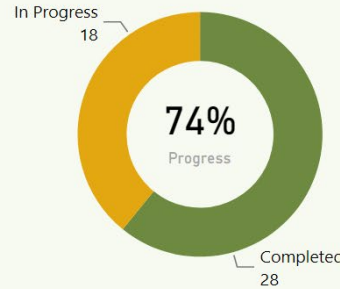


### Initiatives Progress

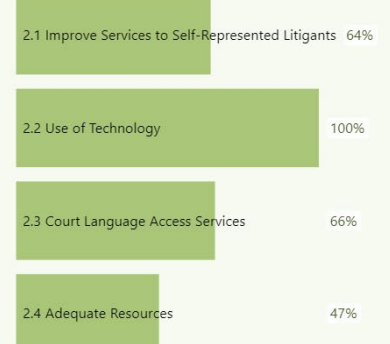


## Commitment 2: Improve access to justice.

### Commitment 2 Progress

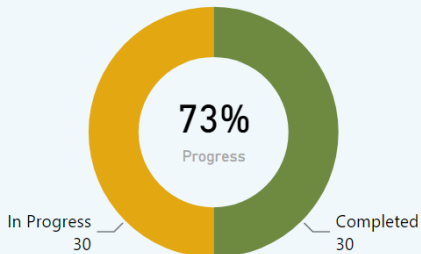


### Initiatives Progress

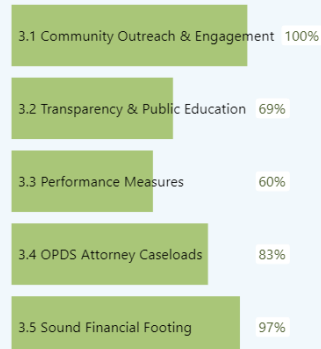


## Commitment 3: Enhance the public's trust and confidence in Oregon's state government.

### Commitment 3 Progress

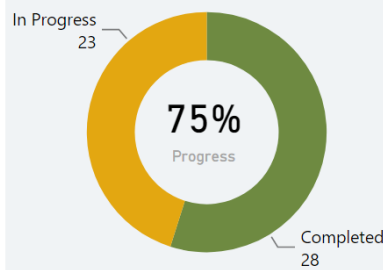


### Initiatives Progress

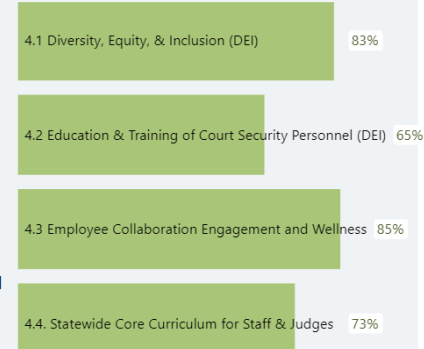


## Commitment 4: Create a workplace and courthouse culture that is supportive, inclusive, welcoming, and affirming; that embraces diversity.

### Commitment 4 Progress



### Initiatives Progress



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## Commitment 1 Initiatives

### Initiative 1.1 Behavioral Health

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

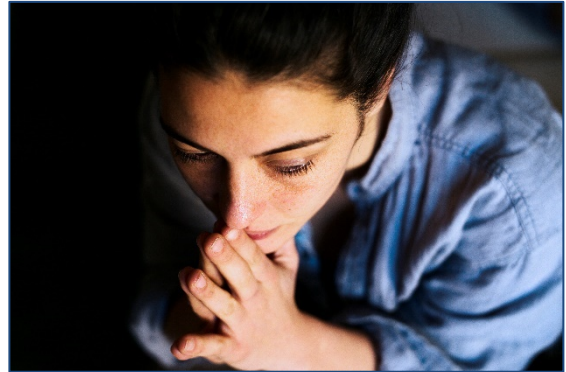


### Completed

- Secured legislative support for OJD's proposed statutory changes, additional funding dedicated to improving Oregon's behavioral health system, and direction to host a summit seeking to improve services for people in the criminal adjudicatory process who have behavioral health challenges.
- Completed several data analysis projects and related development of statewide orders and data entry protocols.
- Developed Behavioral Health intranet site with a range of helpful resources.
- Led multi-stakeholder initiative to explore the development of regional behavioral health centers.
- Launched OJD Behavioral Health Newsletter, *The Intersect*, to highlight issues at the intersection of the behavioral health and justice systems.
- Developed curriculum and materials for a grant-supported full-day statewide summit.
- Participated in the State Justice Institute (SJI) Behavioral Health Criminal Case Processing Community of Practice - Exploring Person-Centered Justice in the Courts initiative in Clatsop County; convened a local multi-disciplinary work group to explore the "3-D's" (deflection, diversion, and dismissal) which includes pre-trial identification and evaluation of people with behavioral health issues, "warm hand-offs" to wrap around community services, and development services to divert people from the criminal justice system.
- Participated in the National Center for State Courts Criminal Case Processing Learning Collaborative in Marion County – led by OJD's Behavioral Health Advisory Committee (BHAC) member Judge Audrey Broyles - with a focus on the intersection of behavioral health and criminal justice case processing.
- Created a new Leadership Coordination Committee to prevent duplication of efforts by bringing together the co-chairs and staff of all statewide committees, councils, and workgroups focused on the intersection of the behavioral health and justice systems.
- Implemented updated business processes and training to reflect law changes from the 2021 legislative session.

## In Progress

- Drafting performance measures for specialty courts, civil commitment cases, and aid & assist cases; continuing to improve data collection and data quality.
- Continued analysis and improvement of behavioral health orders and business processes.
- Convened multi-stakeholder committee to plan an Oregon Behavioral Health Summit.
- Leading change at the state and national level through participation in the National Judicial Task Force to Examine State Courts' Response to Mental Illness; Nancy Cozine is the Co-Chair of the Criminal Work Group, which also includes Judge Nan Waller.



## Launching in 2022

- Update content for Aid & Assist Summit to incorporate changes to the aid & assist statutes in SB 295B (2021).
- Continued evaluation and proposed revisions to behavioral health statutes, including a multi-stakeholder civil commitment proposal and a mental health diversion statute modeled after the California statutes.
- **Behavioral Health Summit January 5-6, 2022!** You can find more information here: [Oregon Judicial Department : Behavioral Health Summit Information : Behavioral Health : State of Oregon](#)

## Initiative 1.2 Fines and Fees



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

### Completed

- Reduced garnishments, punitive sanctions, and other collections during the pandemic.
- Developed and secured passage of legislation to improve equity and fairness in imposing and collecting court-ordered financial obligations.
- Restructured the collection referral process and payment plan fees to increase opportunities for collection while reducing negative impacts on those with outstanding court debt.
- Completed several data analysis projects for fines/fees, collections, and outstanding debt.
- Launched a Fines & Fees Resource Center intranet site with training materials, national best practices, and bench guides.
- Proposed change to Oregon's Uniform Trial Court Rule (UTCRC) to create a simplified process for people to request modification of fines and fees.

### In Progress

- Implementing Chief Justice Order (CJO) 21-043 which directs all state courts to waive the remaining balance of payment plan fees imposed prior to March 2020.
- Developing legislative proposals for the 2022 legislative session intended to increase collections while reducing negative impacts on those with outstanding court debt.

### Launching in 2022

- Implement UTCRC business processes for motions to modify fines and fees.
- Develop a debt modification process for people who overcome extraordinary life challenges and give back to their communities.

## Initiative 1.3 Conservatorship Pilot Project



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

### Completed

- Secured grant funding to conduct a self-assessment of the statutory and procedural protective proceeding framework and improve protections for people who need assistance making life decisions.

### In Progress

- Developing an evaluation plan to identify current monitoring practices across the state.
- Creating a stakeholder advisory committee to guide and oversee implementation of the Administration on Community Living (ACL) grant and pilot project.
- Developing a survey to identify current conservatorship auditing practices and gaps in services.
- Developing key components of pilot project including resource and staffing needs, central auditing functions, desired outcomes, performance measures, and local support.

### Launching in 2022

- Launch pilot program including business process, data entry protocols, communication protocols, and audit procedures.
- Develop and disseminate regular data reports to document progress towards measurable outcomes and guide intervention decisions.



## Initiative 1.4 Juvenile Delinquency Improvement Program

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



### Completed

- Secured resources to improve juvenile delinquency proceedings through a multi-disciplinary stakeholder Juvenile Delinquency Improvement Program (JDIP).
- Conducted a multidisciplinary webinar on Brain Science and the Developmental Approach to Juvenile Justice with Dr. Shannon Myrick and Erin Fuimaono from the Oregon Youth Authority'
- Encouraged judicial attendance at National Juvenile Defender Center webinar on the key findings of their assessment of Oregon juvenile defense counsel practices.
- Recruited and hired staff dedicated to implement and support the JDIP project.

### In Progress

- Continuing to build a statewide JDIP effort.
- Planning a summit to deliver educational content with an opportunity to collaborate with system stakeholders.
- Developing future activities for the JDIP Advisory Committee and corresponding formal processes to improve communication and policies between courts, agencies, and system partners.
- Working with a team of judges and court staff to develop best practice documents, bench cards, and business processes, and conduct training related to the implementation of 2019 SB 1008; continuing participation in workgroup focused on potential changes to SB 1008.
- Working with the National Training and Technical Assistance Center from the Office of Juvenile Justice and Delinquency Prevention to assist the JDIP project.

### Launching in 2022

- Develop, distribute, and analyze data, performance, and outcome measures related to juvenile delinquency cases.
- Work with JDIP Advisory Committee to gather information from stakeholders.

## Initiative 1.5 Problem-Solving Courts

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



### Completed

- Obtained a \$1.75 million federal grant to provide support for family treatment courts.
- Held remote specialty court conferences hosted by the National Drug Court Institute in both 2020 and 2021.
- Held a series of remote specialty court trainings for judges in both 2020 and 2021 that covered what judges need to know to effectively preside over a specialty court.
- Employed a Racial and Ethnic Disparities (RED) tool for specialty court use to identify and address opportunities for improvement; followed up on the recommendations through a series of trainings and workshops with the Center for Court Innovation.
- Launched new mental health courts in Baker, Lincoln, and Union counties.
- Launched a Specialty Court intranet site for committee activities, training materials, forms, and grant information.
- Created a specialty court subcommittee and five new steering committees (adult drug court/DUII, family drug court, juvenile drug court, mental health court, and veterans court) within the Behavioral Health Advisory Committee that are open to all interested judges for collaboration and process improvement.
- Created a retargeting workgroup to discuss referral processes, populations being served, and needed screening tools.
- Completed a pilot peer review project for the four juvenile drug treatment courts with NPC Research.
- Developed educational materials and programs for judges and court staff including Mental Health Court Guidelines and a Measure 110 informational flyer.
- Secured \$10 million Special Purpose Appropriation (SPA) to create Family Treatment Court pilot programs in three to-be-determined counties.

## Initiative 1.5 Problem-Solving Courts *continued*

### In Progress

- Developing legislative report to release the \$10 million SPA.
- Developing additional resources for Specialty Court intranet site and access model for coordinators and employees.
- Developing additional educational materials and programs for judges and court staff including universal specialty court components guide, recommendations to revamp court referral processes, an implementation guide for starting a specialty court, a bench guide for judges, a desk manual for specialty court coordinators, and a reference guide for team member roles and functions.
- Creating Specialty Court dashboards to highlight the work being done in our specialty courts.
- Developing a consistent set of data and criteria for evaluating specialty court performance.
- Assisting Lincoln, Coos, and Harney counties in the development of family treatment courts.
- Developing a framework to increase OJD's ability to secure grants.
- Continuing to provide trainings and support to judges and coordinators.



### Launching in 2022

- Grant training for specialty court coordinators to outline their role in the grant process.
- Pilot a federal grant application to provide specialty courts with a standardized screening tool to remove subjectivity from the referral process.
- Partner with the Criminal Justice Commission (CJC) to review and amend the specialty court grant process.
- Develop a peer review model and implement a pilot peer review program.
- Develop the framework for a specialty court certification process.
- Develop educational materials for legislators highlighting problem-solving courts including the 10 Key Components, best practices, and Oregon's specialty court standards.
- Develop standardized Specialty Court Management System (SCMS) data entry protocols.

## Initiative 1.6 Statewide Pretrial Release System

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



### Completed

- Developed and secured passage of legislation (2021 SB 48) and funding requests to restructure Oregon's pretrial release system to reduce reliance on security release (cash bail) and reduce disparate outcomes for people facing criminal charges.
- Created multi-stakeholder Criminal Justice Advisory Committee (CJAC) Pretrial Release Subcommittee to develop recommendations to the Chief Justice for a statewide pretrial release order.

### In Progress

- Working with the CJAC Pretrial Release Subcommittee to develop recommendations to the Chief Justice for guidelines that will meet statutory objectives including consistent pretrial release decision-making, reduced reliance on the use of security, providing victim notifications and input, and balancing the rights of the defendant with community safety and the rights of victims.
- Working with Portland State University, the CJC, and counties to validate risk assessment tools currently in use, and to develop an Oregon-specific pretrial release risk assessment tool.
- Evaluating the cost/benefit of available software systems and risk assessment tools.
- Planning a training day to help court leadership create new pretrial release Presiding Judge Orders and develop plans for stakeholder involvement to implement pretrial reforms.

### Launching in 2022

- Develop program implementation schedule for initial roll-out, training and communication, and long-term staff training and development.
- Define long-term requirements for pretrial release program management software.
- Develop county options for implementation consistent with Chief Justice guidelines, including operational standards and informational and educational materials.
- Create framework to monitor and evaluate program effectiveness (outcomes, peer support, program implementation).

## Commitment 2 Initiatives

### Initiative 2.1 Improve Services to Self-Represented Litigants



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

#### Completed

- Offered remote facilitation services and increased the number of self-help interview-based forms.
- Developed legislation and received funding to support a centralized remote facilitation program in child support cases.
- Recruited and hired dedicated staff to implement a remote facilitation program.

#### In Progress

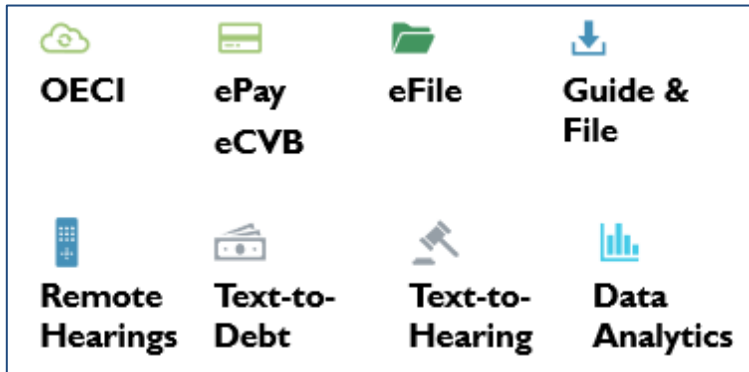
- Developing Title IV-D partnerships for facilitation in child support cases including negotiating an agreement with the Oregon Department of Justice to provide for pass-through federal funding for Title IV-D eligible work.
- Creating business and reporting processes to identify reimbursable expenses and central facilitation services.
- Collaborating and actively participating with a stakeholder group to create an online legal portal to provide self-represented litigants with improved access to legal information and services.
- Exploring a pilot project for expanded remote facilitation services to provide necessary information, modeling, and support to individuals navigating the court system without an attorney.
- Evaluating online chatbot tools (artificial intelligence and live online queues) to assist in remote facilitation services.

#### Launching in 2022

- Develop next steps for implementation tasks, including possibility of plain language best practices and enhanced data collection and reports regarding self-represented litigants.



## Initiative 2.2 Use of Technology



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

### Completed

- Developed remote hearing user guides and videos (English/Spanish) to support user access to on-line court proceedings.
- Provided equipment to public defender offices to support access to remote hearings.
- Upgraded Odyssey, eFile, and jury case management systems; implemented a statewide Electronic Central Violations Bureau (eCVB); and began using text message reminders for improve appearances at court hearings and jury service.
- Installed Voice Over Internet Protocol (VOIP) phone system to twelve locations (courts and the Office of the State Court Administrator) which will provide the infrastructure for regional and centralized phone coverage.
- Completed the Request for Proposal (RFP) evaluation process for an Online Dispute Resolution (ODR) system and determined that these systems have not matured enough to justify immediate investment.

### In Progress

- Continuing roll-out of VOIP phone system to seven more courts.
- Developing technology implementation guides for remote jury selection and remote jury trial.

### Launching in 2022

- Evaluate changes to ODR systems and products since 2020 RFP.
- Create eFile automated queues (artificial intelligence rule-based actions to replace actions by court staff to review electronically filed case documents).
- Evaluate and roll out chat bots and enhanced search options using artificial intelligence rule-based features and live online queues.

## Initiative 2.3 Court Language Access Services

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



### Completed

- Integrated remote interpretation services for remote proceedings.
- Completed surveys to determine barriers to interpreter certification and waived certification fees for OJD bilingual employees.
- Provided a multi-week intensive skill-building course for OJD bilingual employees and certification candidates and offered OJD employees scholarships to attend the course.
- Guided prospective interpreters through certification process including additional test dates, monthly online meetings, quarterly emails, mock exam feedback, financial support services, and skill-building programs.
- Developed and implemented a Continuing Legal Education (CLE) session on working with interpreters; presented to judges at the Fall 2020 Judicial Conference.

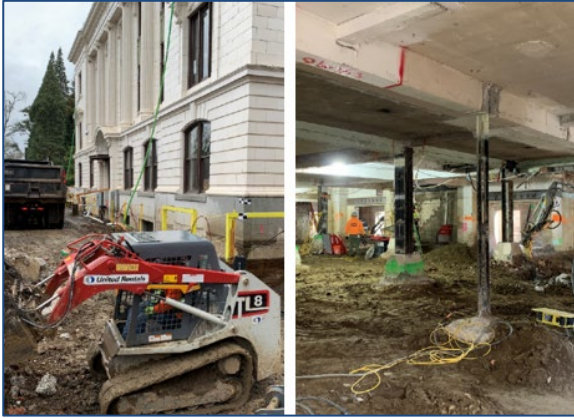
### In Progress

- Continuing to engage with contract interpreters through regional forums, invitations to participate in OJD advisory committees/workgroups, expanded online resources, and outreach at interpreter association events.
- Developing a recruitment, hiring, and promotion outreach plan to nondominant cultures and bilingual applicants.
- Identifying interpreter recruits at stakeholder events and meetings (regional cultural and job fairs, higher education, bar associations, Head Start, radio stations, court interpreters, employees with bilingual differential).

### Launching in 2022

- Develop multilingual Guide and File services for statewide interactive forms.
- Increase translated local court materials and outreach to courts on the availability, use, and function of translated OJD statewide forms.
- Pilot a Spanish Interpreter Apprenticeship Program that would allow pre-certified Spanish interpreters who have met required oral exam score thresholds to interpret low-level, non-evidentiary court assignments.
- Establish a certification candidate engagement team to build a program for pre-certified candidates that consists of planned pre-testing activities, targeted training opportunities, and a double cycle of required certification activities and exams.

## Initiative 2.4 Adequate Resources



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

### Completed

- Completed court surveys on the status of onsite law enforcement and security staff, entrance screening, single point of entry for the public, and security equipment.
- Developed summary documentation of life and safety status (seismic/fire safety) from previous court facility evaluations.
- Completed court staffing surveys to determine the resources required to provide optimum levels of service by delivery model (in-person, phone).
- Distributed currently available resources to courts based on the results of surveys, interviews, and workload models.

### Launching in 2022

- Develop documentation about Americans with Disabilities Act (ADA) needs in courts (technology and facilities) and evaluation of current ADA compliance.
- Develop updated report regarding staffing resources needed in courts.
- Develop report of facility life and safety improvements needed in Oregon courthouses.
- Develop recommendation for optimum levels of onsite law enforcement, entrance screening, single point of entry for the public, and security equipment (magnetometers, x-rays, access controls, duress buttons, cameras, armored benches, transparent ballistic barriers, etc.).
- Survey of Legal Resource Center and facilitator resources currently available in courts.

## Commitment 3 Initiatives

### Initiative 3.1 Community Outreach and Engagement



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

#### Completed

- Engaged lawyers and other stakeholders in our response to the COVID pandemic.
- Updated Access and Fairness Survey – a Key Performance Measure (KPM) for courts – to obtain feedback on court users' experience with remote hearings and online justice services.
- Developed community outreach toolkits with a focus on equity, diversity, and inclusion (EDI).
- Developed request and secured funding to support community outreach, use of technology, and enhanced EDI efforts.

#### In Progress

- Developing recommendation for courts to create community outreach plans.
- Creating central repository of outreach materials and resources for courts.

#### Launching in 2022

- Offer resources and support to courts and OJD in community outreach and engagement through the Office of Engagement, Equity, and Inclusion.
- Launch webinar to explain how to use outreach toolkits and develop an outreach plan, highlighting the efforts of courts that have already begun this important work.

## Initiative 3.2 Transparency and Public Education



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

### Completed

- Developed data dashboards and other tools to improve management, transparency, and reporting.
- Developed legislative fact sheets and several public education and outreach resources.
- Developed and regularly distributed OJD "Courts at Work" quarterly internal newsletter to support strategic priorities.
- Created social media proposal/guidelines, Juror Appreciation and Outreach Toolkit, Self-Represented Litigants Outreach Guide and Presentation, and proposal for "Discover Oregon Courts" public web page for civics resources related to the courts, all of which are in the review process.

### Launching in 2022

- Expand awareness and use of the statewide Electronic Central Violations Bureau (eCVB) to improve court efficiency and better serve individuals who have received traffic citations.
- Complete review and approval of completed projects, materials, and proposals to include implementation and follow-up steps for each approved proposal.
- Continue to develop internal and external communication strategies to improve transparency and public awareness.



## Initiative 3.3 Performance Measures

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

### Completed

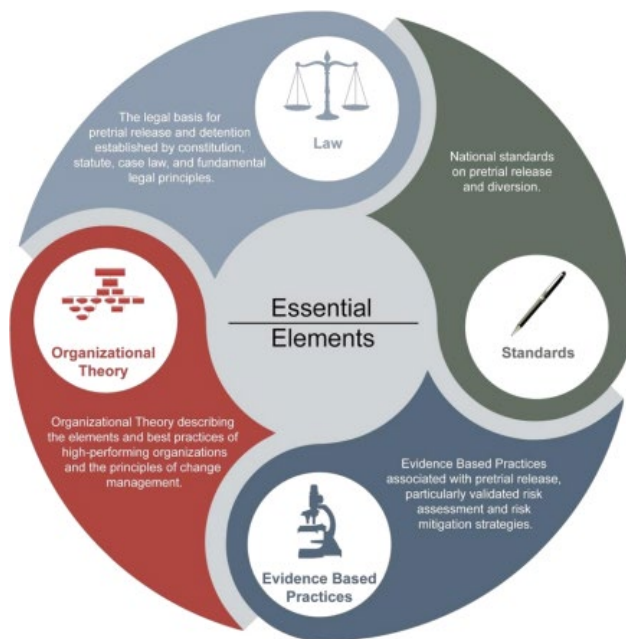
- Worked with program managers, data subcommittees, and courts to define performance and outcome measures in the areas of case management, procedural justice, and program-specific areas (behavioral health, family law, interpreter services, treatment courts, and pretrial release).
- Created data sets for National Center for State Courts (NCSC) CourTools Measures and OJD's Legislatively Approved Key Performance Measures (KPMs).

### In Progress

- Automating the manual data upload of the Access and Fairness surveys to provide courts access to real-time data as surveys are completed by court users.
- Developing dashboards for the following KPMs: Access and Fairness, Collection Rate, Effective Use of Jurors, Drug Court Recidivism, Retention Rate, and Time to Judgment Entry.

### Launching in 2022

- Create executive dashboard for all OJD Legislatively Approved KPMs.
- Create new dashboards for trial date certainty, behavioral health, specialty courts, court language access services, and pretrial release (release rate, appearance rate, public safety rate).
- Collect data on time to disposition for post-judgment modifications in domestic relations cases.
- Create data sets for self-represented litigants for reporting by case type.



## Initiative 3.4 OPDS Attorney Caseloads

### *The Sixth Amendment of the U.S. Constitution*

*"In all criminal prosecutions, the accused shall enjoy the right to a speedy and public trial, by an impartial jury of the State and district wherein the crime shall have been committed, which district shall have been previously ascertained by law, and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defence."*

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

### Completed

- Completed a data analysis project for Office of Public Defense Services (OPDS) criminal attorney caseloads which included a data dashboard and training video.

### In Progress

- Defining requirements for OPDS data warehouse project which includes data extracts from OJD on criminal/juvenile/post-conviction relief/adult protective proceedings case types, documentation of circuit court data, and identifying training needs for OPDS staff to perform their own data analysis going forward.
- Continuing to meet monthly with OPDS on juvenile and family law data needs.



### Launching in 2022

- Create OJD data extracts for OPDS data warehouse project and assist OPDS to transition to an in-house data analysis model.

## Initiative 3.5 Sound Financial Footing



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

### Completed

- Developed budget and funding requests for additional staff, judges, services and supplies, and capital construction projects.
- Developed and executed a communication and legislative advocacy plan.
- Received legislative support for additional critical funding requested in the 2021 legislative session

### In Progress

- Developing a central grants management office for OJD to coordinate funding opportunities, facilitate the application process for courts/divisions, and manage implementation and reporting requirements.

### Launching in 2022

- Submit joint budget note (multiple agencies) for \$10 million in Emergency Board Special Purpose Appropriation for the expansion of family treatment courts.
- Submit budget note for \$2.5 million in Emergency Board Special Purpose Appropriation for pretrial release assistance officers.

## Commitment 4 Initiatives

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

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



#### Completed

- Launched the Oregon Judicial Department EDI Working/Action Plan.
- Provided courts with an Unconscious Bias Juror Video, with training.
- Launched a virtual pilot of the Signature Counter Experience Training from Massachusetts Trial Court Office of Diversity, Equity, Inclusion, and Experience; the goal of the program is to improve customer service and increase bias awareness and work satisfaction.
- Provided training, resources, and facilitated conversations for judges and staff on EDI, racial justice, and racial equity.
- Secured funding needed to begin demographic data collection and enhance EDI work.

#### In Progress

- Implementing an in-person pilot of the Signature Counter Experience Training in Multnomah County Circuit Court.
- Developing detailed training strategy for EDI and Belonging that provides a plan.
- Creating the OJD Office of Engagement, Equity, and Inclusion.
- Working with the Oregon Supreme Court Council on Inclusion and Fairness (OSCCIF) data analysis subcommittee to define requirements for demographic data collection.

#### Launching in 2022

- Create resources needed to develop and support local EDI teams.
- Develop a group of facilitators to help train judges and staff throughout the state.
- Onboard new staff in the Office of Engagement, Equity, and Inclusion and assign areas of responsibility.
- Create statewide policy, procedures, and project plan for demographic data collection.

## Initiative 4.2 Education and Training of Court Security Personnel



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

### Completed

- Surveyed Trial Court Administrators (TCAs) and Oregon State Sheriff's Association (OSSA) to identify court security personnel, additional court security needs, existing relationships between TCAs and Sheriffs, and EDI and bias training needs for court security personnel.

### In Progress

- Reviewing data from TCA and OSSA survey responses to determine additional EDI and cultural competency training needs for court security personnel.

### Launching in 2022

- Develop actions for TCAs to engage in to build and foster positive relationships with Sheriffs and court security personnel.
- Extend Signature Counter Experience to court security personnel.
- Work with OSSA to develop training modules for EDI and cultural competency (that includes language access, ethnicity, race, gender, gender identity, and disability).



## Initiative 4.3 Employee Collaboration, Engagement, and Wellness



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

### Completed

- Launched Workday learning management system (LMS).
- Created Wellness intranet site to share resources on vicarious trauma skills, stress management, mindfulness, emotional intelligence, and Employee Assistance Program (EAP) wellness webinars.

### In Progress

- Developing educational and communication materials for staff and judges to be delivered online and in-person.

### Launching in 2022

- Collaborate with courts and divisions to develop and deliver new content for LMS.



## Initiative 4.4 Statewide Core Curriculum for Staff and Judges



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

### Completed

- Updated New Employee Orientation curriculum after obtaining input from TCAs, Staff Education Advisory Committee (SEAC), and other OJD staff.
- Conducted *virtual* new employee orientation and new judge seminars with a focus on the central role of courts in our democracy, the mission of the OJD, providing procedural justice, increased civility, and technical skills to ensure access to justice for all.

### In Progress

- Working with OJD communication team to reinforce OJD mission and strategic campaign commitments and initiatives into core curriculum.
- Collaborating with court staff, TCAs, and divisions to develop remote Peer Information Exchange (PIE) program.
- Developing remote Procedural Justice curriculum in partnership with Judicial Leadership Education Committee (JLEC), SEAC, division directors, and sponsors.
- Creating a Procedural Justice toolkit for courts/divisions.
- Developing Mindfulness, Communication Skills, and Emotional Intelligence curriculum to be posted to Wellness intranet site.

### Launching in 2022

- Judicial leadership and procedural justice education
- Two new leadership education sessions every calendar year for staff supervisors, managers, and program leads (professional development and technical HR skills).
- Restructure program delivery to ensure that critical core training is consistently available as on-demand remote learning opportunity.