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**Joint Committee on Public Safety HB 5012**  
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**Oregon State Tribal Partnership ICWA Initiative (OSTP)**

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### **Commitment 1:**

We will collaborate with community partners to improve services and access for people who are underserved, vulnerable, and marginalized.



### **Commitment 2:**

We will improve the court user experience by identifying and eliminating barriers to access to justice and ensuring safe, secure, and accessible court facilities.



### **Commitment 3:**

We will earn the public's trust and confidence through communication, transparency, high ethical standards, and promoting the rule of law.



### **Commitment 4:**

We will provide a workplace and courthouse culture that is welcoming, supportive, and diverse, and where all people are treated with respect.

Created: January 2024

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# Oregon Judicial Department Justice Campaign: 2024-27



## Initiatives

To fulfill the four commitments of the 2024-27 Justice Campaign, the Oregon Judicial Department will undertake nine major initiatives:



Immediately implement all available strategies to provide safe court facilities and sufficient law enforcement staffing to prevent harm to court users, employees, and judges, in coordination with federal, state, and local partners.



Improve community outreach and engagement, by listening to the concerns of court users and collaborating with stakeholders, to improve court services and evidence-based problem-solving programs.



Provide court proceedings that are accessible and conducted in a mode and manner that best serve the need for justice in our communities.



Increase jury participation and improve the jury service experience to promote equitable, informed, and engaged civic participation.



Ensure that court web services are accessible and user friendly.



Expand the availability and accessibility of court forms, including readability, translation, and statewide consistency.



Improve education, training, and mentoring for all OJD staff and judges.



Ensure that OJD is leveraging existing and emerging technologies, including Artificial Intelligence, while also protecting IT resources.



Develop a multi-year plan to fund courthouse renovation or replacement that allows the courts in each county to provide safe, accessible, and modern facilities that accommodate the use of technology, and that make the justice system accessible to all members of the community.



# Priority Bills

Oregon Judicial Department | 2025 Legislative Session

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## SB 95: New Judges & Support Staff

- **Adds circuit court judge positions** in Lane (2), Douglas, Clackamas, Crook/Jefferson, and Umatilla/Morrow counties.
- These courts are significantly under-resourced and have the greatest need.
- Adding judges improves access to justice, procedural fairness, court efficiency, and timely resolution of cases.
- Supported by POP 108.



## SB 97: Mediation in Family Law Cases

- **Requires counties to report** how they spend state pass-through funds for conciliation and mediation services — providing OJD with critical information to address funding gaps.
- **Authorizes counties to increase** marriage license/domestic partner fees to support mediation services.
- Mediation benefits families by reducing family conflicts and helping parents resolve emotionally challenging issues.
- Supported by POP 129, which seeks additional pass-through funding.

## SB 98: Housekeeping & Technical Fixes

Technical fixes, clarifications to statutory language, and improvements to court processes, intended to:

- Eliminate unnecessary barriers and improve the custody and parenting time process for self-represented litigants.
- Allow potential jurors and the courts to communicate more easily.
- Improve information-sharing at the appellate courts.
- Clarify language about attorney fee awards.
- Clarify OJD governance.
- Clarify language for eviction set-asides.

### Questions?

Aaron Knott, Director of Government Relations & Communications, [Aaron.Knott@ojd.state.or.us](mailto:Aaron.Knott@ojd.state.or.us)





## POPs

# Critical Budget Requests

Oregon Judicial Department | 2025 Legislative Session

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### Community & Courthouse Safety

#### POP 101

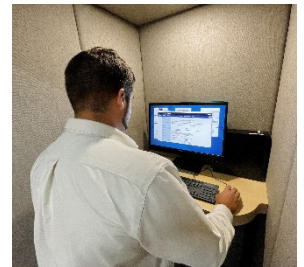
- It's easier to bring a gun or knife into many of Oregon's circuit courts than into large concerts or sporting events.
- 17 of Oregon's circuit courts do not have regular entrance security screening.
- Vulnerable court users need protection.
- Violence and threats against judges and court staff are on the rise in Oregon and nationwide.
- **Adds security screening** in 8 courts.



### Judicial Compensation

#### POP 102 and SB 96

- Judicial salaries are 30% below competitive rates for Oregon.
- Experienced judges are leaving the bench and recruiting skilled judges is difficult.
- Judges are paid less than senior lawyers at the Department of Justice and Oregon Public Defense Commission.
- Judges have not had a salary increase since 2019 (other than COLAs).
- **Raises circuit judge salaries** to \$240,048.



### Maintaining Timely Justice

#### POPs 103-108, 114-117, 123

- Courts are on the front lines of Oregon's public health and safety challenges.
- **Add court staff** to reduce delays due to increased filings for protective orders, new drug crimes, record set-asides, evictions, and family law cases.
- **Add core statewide positions** critical to helping courts manage increased workloads and support communities.
- **Add 6 circuit court judge positions** to help address the increasing number of cases in a timely manner (SB 95).
- Improve access to justice and procedural fairness.

### Technology & Training

#### POPs 109, 111, 113, 114

- Court customers increasingly rely on technology to access court services, especially to appear remotely.
- Courts rely on secure technology for efficient operations, quality data, and reliable access to justice.
- Changes in law and court processes require continual training to ensure that judges and staff deliver accurate, up-to-date, and equitable services.
- **Add technology, staff, and training** statewide.

#### Questions?

Aaron Knott, Director of Government Relations & Communications, [Aaron.Knott@ojd.state.or.us](mailto:Aaron.Knott@ojd.state.or.us)



# POP 101

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## Community and Courthouse Safety

Oregon Judicial Department | 2025 Legislative Session

- ▶ People can **easily bring guns and knives** into many circuit courts.
- ▶ Large **concerts or sporting events have more security** than many courthouses.
- ▶ 17 Oregon circuit courts have **NO regular entrance security screening**.
- ▶ **Violence and threats** against judges and court staff are on the rise in Oregon and nationwide.
- ▶ Many courts have **little or no law enforcement presence**.

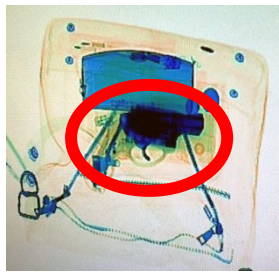
### Screening Protects Everyone

- Jurors required to report for civic duty.
- Oregonians seeking protective orders against a stalker, abuser, or harasser.
- Crime victims.
- Landlords and tenants.
- Children in court proceedings.
- Attorneys, judges, and staff who wonder if they will be safe as they do their jobs.
- Couples getting married or divorced.

### We Need Your Help

Counties hold the statutory responsibility, but when they cannot provide adequate security, **your courts and constituents live with the risk.**

## A Tale of Two Courts



### Courthouse With Screening

**3 guns (at least 1 loaded)  
662 edged weapons**

Found by screeners from January to October 2024.



### Courthouse Without Screening

**?? guns  
?? edged weapons**

Unknown because only a sign warns people against bringing weapons into the courthouse.

### Questions?

Nancy Cozine, State Court Administrator, [Nancy.Cozine@ojd.state.or.us](mailto:Nancy.Cozine@ojd.state.or.us)

Aaron Knott, Director of Government Relations & Communications, [Aaron.Knott@ojd.state.or.us](mailto:Aaron.Knott@ojd.state.or.us)

# The Solution: Add screening and security at courts



## POP 101:

21.16 FTE (31 positions) | \$6.4M GF | \$2M OF

### Add security screening at 8 courts (pilot program, \$4.6M GF)

- Add screening at courts in Coos, Curry, Grant, Harney, Jefferson, and Polk counties in 2026; and Clatsop and Linn counties in 2027. These courts:
  - Don't need major construction to add screening.
  - Can easily create a single public entrance.
  - Have support from their counties and sheriff's offices.
  - Received recent vulnerability assessments.
- Equipment includes a magnetometer and x-ray machines.
- 24 new screeners will:
  - Conduct entrance screening.
  - Prevent unauthorized access to restricted areas.
  - Patrol facilities and monitor video cameras.
  - Respond to emergencies and render First Aid.
  - Prepare reports on security incidents.
  - Inspect courtrooms and court facilities for explosives, firearms, and other weapons.
- Sheriff's deputies would still be needed on site to fulfill law enforcement duties.

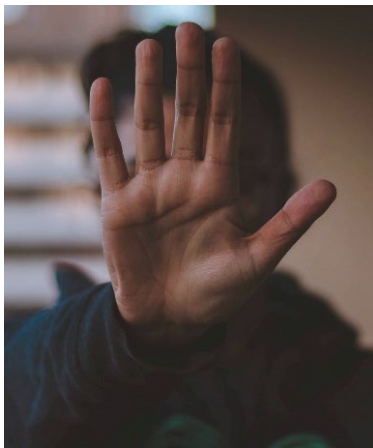
### Add 7 positions in the OJD Marshal's Office (\$1.8M GF)

These employees will:

- Conduct needs assessments and plan for courthouse construction projects.
- Regularly update business continuity and emergency operations plans.
- Investigate backgrounds of security screeners and pretrial release officers.
- Manage court security screening personnel.

### Fund court grants for security screening (\$2M OF)

- Facility upgrades for access control devices and security cameras.
- Building renovations for single public entrance.



### Vulnerable Court Users Need Protection

"I had a mother come in to file a restraining order against her husband the other day. While I was reviewing her paperwork, she saw her husband out my window. He had tracked her to the courthouse and was waiting for her by her car. ... We waited for him to leave and, after giving her some time to relax, had a deputy walk her out to her car."

**Court facilitator who helps people without lawyers in family law cases**





# Judicial Compensation

Oregon Judicial Department | 2025 Legislative Session

## Judicial salaries are 30% below competitive rates for Oregon

### Experienced judges are incentivized to leave the bench.

Increasingly complex needs in our state require skilled judges. But recruiting and retaining is difficult due to salaries set well below other public sector legal work.

- Judges are **leaving the bench early**.
- More than half of Oregon judges are **within 10 years of retirement age**.
- Almost two-thirds have **less than 10 years of experience** on the bench.
- **Judges are paid less** than senior lawyers at OPDC and DOJ.
- Oregon ranks **46th in the country** for cost-adjusted judicial salaries.



### Who this impacts: Everyone

Experienced judges have the **skills and training to stabilize Oregon's system of justice** by:

- Connecting landlords and tenants with resources to avoid evictions.
- Helping people navigate out of addiction.
- Preserving families and keeping kids safe.
- Ensuring that people's rights are protected.
- Keeping businesses functioning.
- Giving victims a voice in legal proceedings.
- Issuing protective orders for vulnerable people.
- Holding people accountable to the law.
- Providing Oregonians with access to justice.

All practice areas – partner, 16-20 yrs. exp.	\$352,178	
Civil litigation – plaintiff, personal injury	\$339,555	
Business litigation	\$314,114	
All practice areas, 16-20 yrs. exp.	\$266,308	
All practice areas – partner, 13-15 yrs. exp.	\$265,049	
DOJ Legal Practice Attorney Admin. 2	\$256,134	
Federal District Court Judge (Oregon)	\$243,300	
OPDC Chief Defender	\$240,356	
<b>Goal for Oregon Circuit Court Judge</b>	<b>\$240,048</b>	
DOJ Legal Practice Attorney Manager 3	\$235,625	
Civil litigation – defend. (excludes insur. defense)	\$235,100	
All practice areas, 13-15 yrs. exp.	\$233,217	
OPDC Chief Deputy Defender	\$228,912	
Federal Magistrate Judge (Oregon)	\$223,836	
OPDC Senior Deputy Defender	\$220,358	
DOJ Senior Assistant Attorney General	\$220,354	
Civil litigation – plaintiff (excludes personal injury)	\$220,100	
Civil litigation – insurance defense	\$216,634	
<b>Oregon Circuit Court Judge</b>	<b>\$185,508</b>	

### Request:

\$33.3M GF for 2025-27 biennium to increase judge salaries.

Judges have not had a salary increase **since 2019** (other than COLAs).

### Questions?

Aaron Knott, Director of Government Relations & Communications, [Aaron.Knott@ojd.state.or.us](mailto:Aaron.Knott@ojd.state.or.us)



# All Policy Option Packages

Oregon Judicial Department | 2025 Legislative Session

## Community & Courthouse Safety

**101** – Community and Courthouse Safety – 21.16 FTE, \$6.3M GF, \$2M OF

## Judicial Compensation

**102** – Judicial Compensation – \$33.3M GF for 2025-27 biennium

## Court Staffing and Supports

**103** – Meeting Customer Service Needs in Protective Order and Family Law Cases – 20.74 FTE, \$5M GF

**104** – Meeting Customer Service Needs from Increased Eviction Cases – 16.34 FTE, \$4.5M GF

**105** – Additional Staff to Support HB 4002 (2024) Caseloads – 15.46 FTE, \$4.2M GF

**106** – Continue Funding to Address Unrepresented Crisis – 9 FTE, \$2.5M GF

**107** – Court Management Positions – 12.32 FTE, \$4.5M GF

**108** – New Judges & Support Staff – 26.13 FTE, \$8.3M GF

**114** – Expanding Pretrial Programs to Support Investigation, Interview, Monitoring – 18.48 FTE, \$4.7M GF

**115** – Core Services - Budget, HR, Audit, Contracts – 5.28 FTE, \$1.8M GF

**116** – Positions for Tax Court, Court of Appeals, Supreme Court – 8.8 FTE, \$2.7M GF

**117** – Behavioral Health Staff to Support Increased Aid & Assist Caseloads – 1.76 FTE, \$0.6K GF

## Technology & Training

**109** – Consistent Technology Statewide – 19.36 FTE, \$6.9M GF

**110** – Artificial Intelligence (AI) Security, Planning, and Evaluation Staff – 3.52 FTE, \$1.32M GF

**111** – Core Training for Judges & Staff – 20.24 FTE, \$6.73M GF

**113** – Technology Software Licensing Costs & Equipment Lifecycle Replacement – \$13.3M GF

## Court Facilities

**118** – GF Circuit Court Replacement Planning – \$2.8M GF

**119** – OF Capital Improvement Projects – \$13.8M GF

**120** – OF Capital Replacement Bonds – \$216.4M OF

## Technical Requests

**121** – OF Grant Positions – 18.5 FTE, \$2.2 OF, \$3.7M FF

**122** – OF ACP Revenue Shortfall – Fund shift net \$2.4M GF

**123** – OF Mandated Revenue Shortfall – \$7.5M GF

**125** – OF Tech Fund Revenue Shortfall – Fund shift net \$2.3M GF

## Pass-Through Funds

**127** – Pass-Through to Oregon Law Commission – \$50,000 GF

**129** – Pass-Through Domestic Relations Mediation Funding – \$3.2M GF

***Audits Response Report***

Oregon Judicial Department Audit reports July 1, 2022 through June 30, 2024

<b>Auditor</b>	<b>Completed Audits Release Date</b>	<b>Scope/What was found</b>	<b>Response/Action</b>	<b>Related POPs?</b>
Secretary of State Audits Division	Audit of Selected Financial Accounts February 27, 2023	The auditors performed audit work of selected financial accounts for the year ended June 30, 2022. It was not a comprehensive financial audit but was performed as part of the annual audit of the State of Oregon's financial statements.	The auditors performed a limited review of internal control and did <u>not</u> identify any deficiencies that were considered to be a material weakness.	No
Secretary of State Audits Division	Audit of Selected Financial Accounts January 5, 2024	The auditors performed audit work of selected financial accounts for the year ended June 30, 2023. It was not a comprehensive financial audit but was performed as part of the annual audit of the State of Oregon's financial statements.	The auditors performed a limited review of internal control and did <u>not</u> identify any deficiencies that were considered to be a material weakness.	No

Auditor	Completed Audits Release Date	Scope/What was found	Response/Action	Related POPs?
OJD Internal Audit	Change of Administrator Audits: <ul style="list-style-type: none"> <li>• Douglas County Circuit Court (March 8, 2023)</li> <li>• Baker County Circuit Court (August 14, 2023),</li> </ul>	Employee Separation review to determine whether appropriate actions were taken to protect OJD assets when the prior administrator left their position.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No
OJD Internal Audit	Circuit Court Technology Assessments: <ul style="list-style-type: none"> <li>• Douglas County Circuit Court (March 8, 2023),</li> <li>• Linn County Circuit Court (June 1, 2023),</li> <li>• Umatilla/Morrow County Circuit Court (September 27, 2023),</li> <li>• Baker County Circuit Court (September 28, 2023),</li> </ul>	The objectives were to determine whether internal controls were adequate to ensure the security and availability of information systems and technology resources.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No
OJD Internal Audit	Linn County Circuit Court (May 31, 2023)  Umatilla/Morrow County Circuit Court (September 5, 2023)	The objectives were to determine whether internal controls are properly designed to provide adequate fiscal controls and segregation of duties at the courts.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No



OJD Internal Audit	Workday Payroll System Issues (May 31, 2023)	The objective of this consulting audit was to provide advice and assistance as staff work through the challenges with the Workday payroll system.	The auditee agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No
OJD Internal Audit	Grant Administration (April 5, 2023)	The objective was to determine whether OJD's system of internal controls over grants is designed effectively to ensure that OJD complies with material requirements of grant agreements.	The auditee agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No
OJD Internal Audit	Marion Cash Loss (April 7, 2023)  Linn Cash Loss (April 8, 2024)	The objectives of these consulting audits were to improve the courts internal controls and help reduce the risk of a cash loss in the future.	The auditees agreed to implement all the recommendations. The internal auditor performed a follow up audit and found that all recommendations were either implemented or in the process of being implemented.	No

**Oregon Judicial Department  
Supervisor to Staff Span of Control**

September 2024

The OJD statewide ratio for 2024 is 1:8.35.

The ratio comes from the following data pulled as of 09/01/2024:

- Total number of filled and vacant non-supervisory positions = 1645
- Total number of filled and vacant supervisory positions = 197

The report **does not** include:

- Temporary employees
- Pro-Tem Positions
- Judges

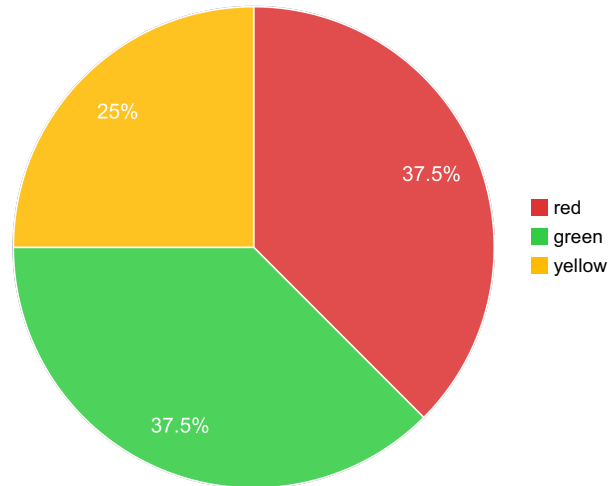
# Judicial Department

Annual Performance Progress Report

Reporting Year 2024

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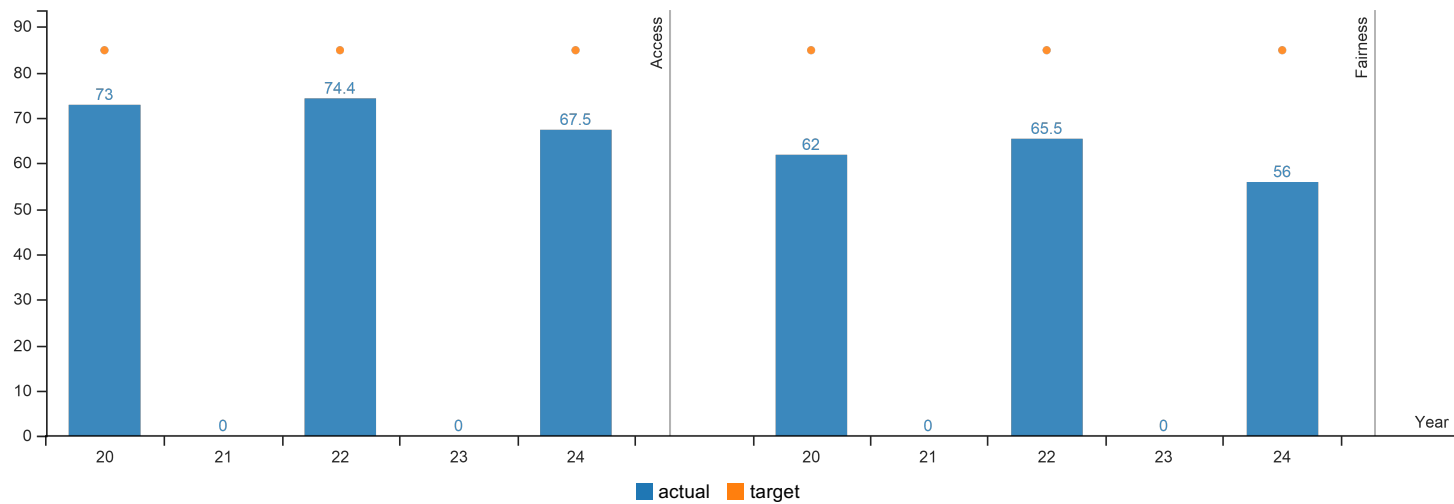
KPM #	Approved Key Performance Measures (KPMs)
1	Access and Fairness - Rating of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, respect.
2	Clearance Rates - Clearance rates measure whether the courts are keeping up with their incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, from month to month and year to year, or between one court and another. This information can help courts pinpoint emerging problems and indicate where improvements can be made.
3	Time to Disposition - The percentage of cases disposed or otherwise resolved within established time frames.
4	Time to Judgement Entry - The percent of criminal cases that have a final judgment entered into the case register within three business days of the sentencing hearing or disposition.
5	Time to First Permanency Hearing - Child abuse and neglect cases are driven by one underlying principle: expeditious permanency for children. The longer children are in substitute care, the longer they are in doubt as to where their permanent home will be and the more likely it is that they will have multiple placements. Percent of cases that have first permanency hearing within 14 months
6	Collection Rate - Percent of cases paid in full within a year of judgment (violations only) This measure focuses solely on violations to evaluate the timeliness and effectiveness of collection actions. Most violations do not have the same barriers to collections that are encountered when collecting on felony and misdemeanor debt (debtors with history of criminal activity or drug/alcohol abuse, incarceration, unemployment, multiple debts with OJD and other probation/parole agencies, higher amounts owed). By evaluating violations only, OJD can determine which collection practices are most successful and what needs to change to see improvement. The collection practices that apply well in violations can often be applied to misdemeanor and felony cases even if the collection rate will be lower in those case types because of the barriers to collection described above.
7	7. Specialty Courts: Justice System Reinvolvement - The percentage of specialty court graduates with no misdemeanor or felony charges filed in Oregon circuit courts within one year of program graduation.
8	Effective Use of Jurors - The percentage of available jurors who are selected for jury duty who are qualified and available to serve (juror yield) The National Center for State Courts (NCSC) commonly uses a juror yield goal of 40 percent, a value demonstrated to be realistic in many well-managed courts. The national average juror yield is approximately 53 percent. Although variations are expected, points falling well above or well below the average can alert the court to the need for possible adjustments to the number of persons summoned.
9	Employee Retention - Annual employee turnover rate. Our target is to have a retention rate with no greater annual turnover than the State of Oregon's Department of Administrative Service (DAS) annual retention rate.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	37.50%	25%	37.50%



KPM #1	Access and Fairness - Rating of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, respect.
	Data Collection Period: May 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
<b>Access</b>					
Actual	73%		74.400%		67.500%
Target	85%		85%		85%
<b>Fairness</b>					
Actual	62%		65.500%		56%
Target	85%		85%		85%

### How Are We Doing

OJD significantly increased the number of responses from court users for the 2024 Access and Fairness Survey Campaign from previous years. Responses from the 2024 campaign were more than triple the number from the 2022 campaign.

Data collected during the 2024 Access and Fairness Survey Campaign show an Access Index Score of 67.5 and a Fairness Index Score of 56.0. These scores are lower than the performance targets and lower than the scores from data collected in previous years.

### Factors Affecting Results

Following the 2022 Access and Fairness Survey Campaign, OSCCIF made several recommendations to OJD relating to increasing court user participation and improving court services and practices. Based on OSCCIF's recommendations, OJD engaged in various promotion efforts to increase participation in the survey with the goal of ensuring it heard from court users who may face barriers to accessing services. The efforts included increased promotion of the survey online and in our courts as well as greater outreach to the legal community, justice partners, and nonprofits. As noted above, OJD was successful in increasing the number of responses, receiving 2,118 responses. Furthermore, with the heightened promotional efforts, OJD broadened its reach to capture the experiences of court users accessing the court in a nonprofessional capacity (users who were *not* coming to court as part of their job). The percent of participants who indicated they were *not* coming to court in a professional capacity increased from 38% in 2022 to 64% in 2024, thus, giving us a better understanding of the court user experience.

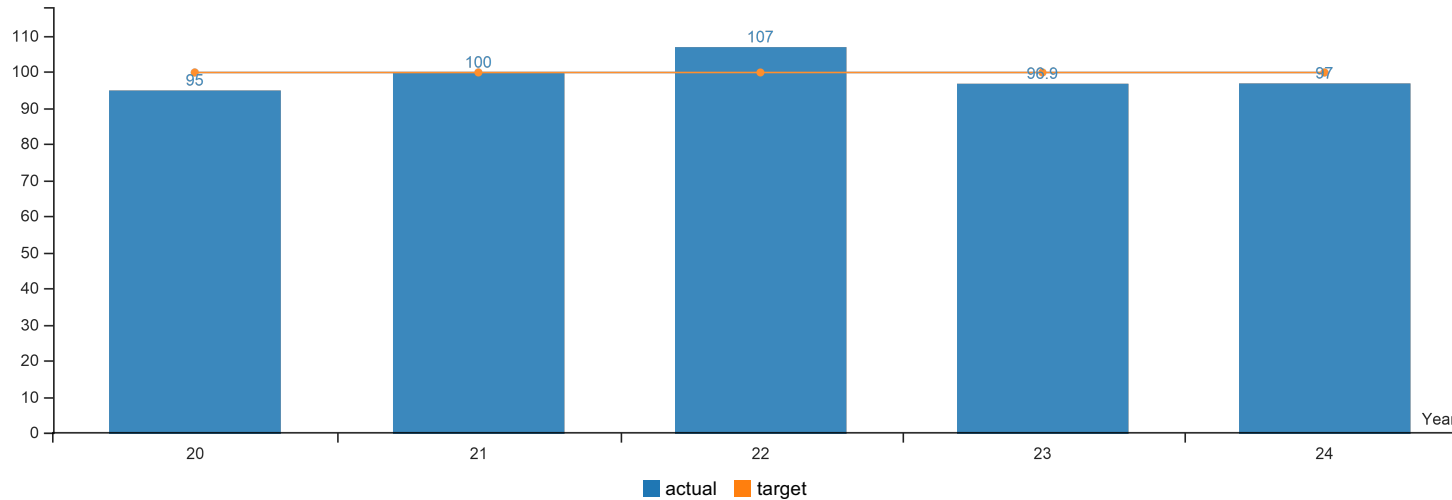
This success in reaching a broader cross-section of court users, however, is one reason that Access and Fairness Index Scores for 2024 are lower than for prior years, as professional court users,

such as attorneys and police officers, tend to have more positive perceptions of access and fairness of court proceedings than people who do not come to court as part of their job.

Clearance Rates - Clearance rates measure whether the courts are keeping up with their incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, from month to month and year to year, or between one court and another. This information can help courts pinpoint emerging problems and indicate where improvements can be made.

Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Clearance Rates</b>					
Actual	95%	100%	107%	96.90%	97%
Target	100%	100%	100%	100%	100%

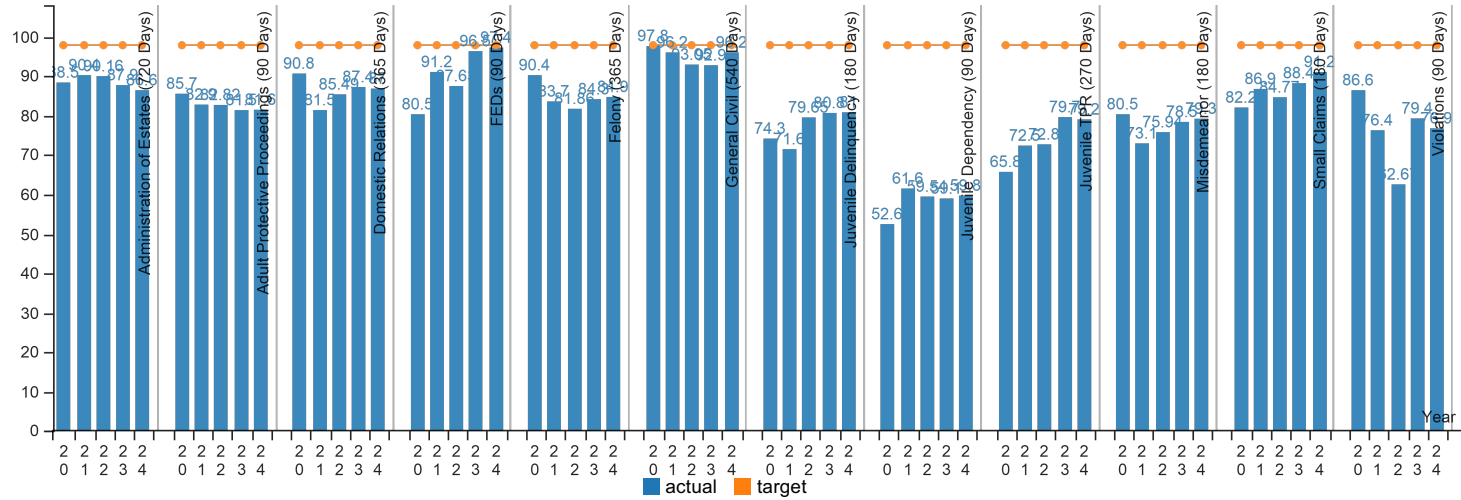
**How Are We Doing**

In 2024, the number of cases closed was 97% of cases filed which is slightly higher than 2023.

**Factors Affecting Results**

Changes in caseload could impact the allocation of judicial officers to certain case types and initiate caseflow management improvements. Time to disposition rates may also vary due to the seriousness or complexity of the caseload, charging and pleading practices, variation in court case management practices, and the use of statewide business processes. The unrepresented crisis has also impacted our time to disposition and clearance rates.

KPM #3	Time to Disposition - The percentage of cases disposed or otherwise resolved within established time frames.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
<b>Administration of Estates (720 Days)</b>					
Actual	88.500%	90.400%	90.160%	87.900%	86.600%
Target	98%	98%	98%	98%	98%
<b>Adult Protective Proceedings (90 Days)</b>					
Actual	85.700%	82.900%	82.820%	81.500%	81.600%
Target	98%	98%	98%	98%	98%
<b>Domestic Relations (365 Days)</b>					
Actual	90.800%	81.500%	85.490%	87.400%	87%
Target	98%	98%	98%	98%	98%
<b>FEDs (90 Days)</b>					
Actual	80.500%	91.200%	87.630%	96.500%	97.400%
Target	98%	98%	98%	98%	98%
<b>Felony (365 Days)</b>					
Actual	90.400%	83.700%	81.860%	84.300%	84.900%
Target	98%	98%	98%	98%	98%
<b>General Civil (540 Days)</b>					
Actual	97.800%	96.200%	93.050%	92.900%	96.200%
Target	98%	98%	98%	98%	98%
<b>Juvenile Delinquency (180 Days)</b>					
Actual	74.300%	71.600%	79.650%	80.800%	81%



Report Year	2020	2021	2022	2023	2024
Target	98%	98%	98%	98%	98%
<b>Juvenile Dependency (90 Days)</b>					
Actual	52.600%	61.600%	59.540%	59.100%	59.800%
Target	98%	98%	98%	98%	98%
<b>Juvenile TPR (270 Days)</b>					
Actual	65.800%	72.500%	72.800%	79.700%	79.200%
Target	98%	98%	98%	98%	98%
<b>Misdemeanor (180 Days)</b>					
Actual	80.500%	73.100%	75.940%	78.500%	79.300%
Target	98%	98%	98%	98%	98%
<b>Small Claims (180 Days)</b>					
Actual	82.200%	86.900%	84.770%	88.400%	91.200%
Target	98%	98%	98%	98%	98%
<b>Violations (90 Days)</b>					
Actual	86.600%	76.400%	62.670%	79.400%	76.900%
Target	98%	98%	98%	98%	98%

#### How Are We Doing

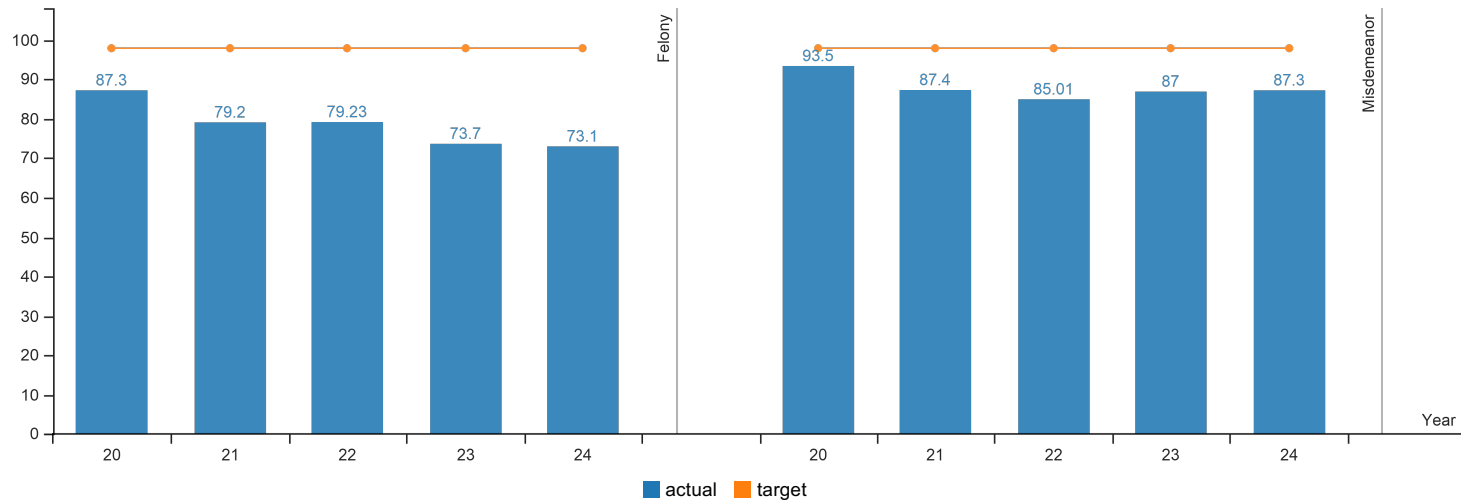
In 2024, improvements were made in civil, FED, misdemeanor, and small claims.

#### Factors Affecting Results

Changes in caseload could impact the allocation of judicial officers to certain case types and initiate caseload management improvements. Time to disposition rates may also vary due to the seriousness or complexity of the caseload, charging and pleading practices, variation in court case management practices, and the use of statewide business processes. The unrepresented crisis has also impacted our time to disposition and clearance rates.

KPM #4 Time to Judgment Entry - The percent of criminal cases that have a final judgment entered into the case register within three business days of the sentencing hearing or disposition.

Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
<b>Felony</b>					
Actual	87.300%	79.200%	79.230%	73.700%	73.100%
Target	98%	98%	98%	98%	98%
<b>Misdemeanor</b>					
Actual	93.500%	87.400%	85.010%	87%	87.300%
Target	98%	98%	98%	98%	98%

**How Are We Doing**

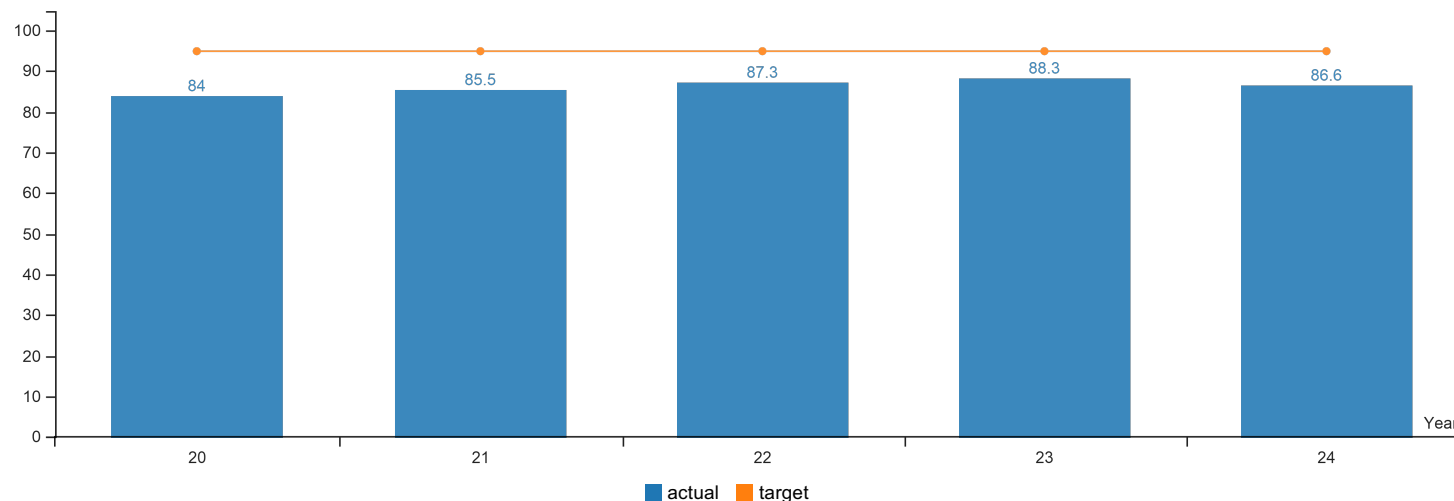
In 2024, 73.1% of felony judgments were entered within three business days of the sentencing hearing or disposition and 87.3% of misdemeanor judgments were entered within three business days of the sentencing hearing or disposition. These percentages remain relatively unchanged from last year.

**Factors Affecting Results**

When court staff manually enter data, human error is always possible. These errors are mitigated through standard data entry protocols as well as education programs and monitoring procedures to ensure that corrections can be made to court practices. This measure is not only a way to measure data timeliness and accuracy, but also a tool to identify training or resource needs at the courts.

KPM #5	Time to First Permanency Hearing - Child abuse and neglect cases are driven by one underlying principle: expeditious permanency for children. The longer children are in substitute care, the longer they are in doubt as to where their permanent home will be and the more likely it is that they will have multiple placements. Percent of cases that have first permanency hearing within 14 months
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Time to First Permanency Hearing</b>					
Actual	84%	85.50%	87.30%	88.30%	86.60%
Target	95%	95%	95%	95%	95%

#### How Are We Doing

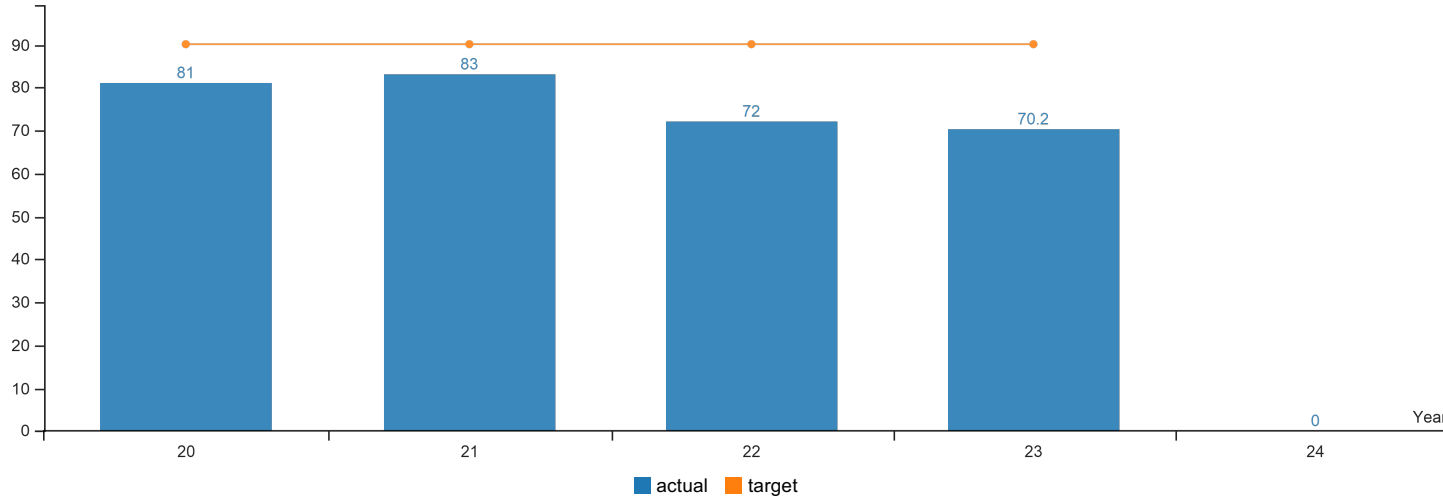
In 2024, there was a decrease in cases that had a first permanency hearing within 14 months.

#### Factors Affecting Results

Reports from courts and stakeholders and informal reviews of case files indicate that a main reason that cases do not meet the timeline is that hearings are continued or rescheduled due to lack of court time and/or attorney availability for contested hearings. Making additional court time available and increasing the availability of legal counsel for parties would likely move the numbers toward their target.

KPM #6	Collection Rate - Percent of cases paid in full within a year of judgment (violations only) This measure focuses solely on violations to evaluate the timeliness and effectiveness of collection actions. Most violations do not have the same barriers to collections that are encountered when collecting on felony and misdemeanor debt (debtors with history of criminal activity or drug/alcohol abuse, incarceration, unemployment, multiple debts with OJD and other probation/parole agencies, higher amounts owed). By evaluating violations only, OJD can determine which collection practices are most successful and what needs to change to see improvement. The collection practices that apply well in violations can often be applied to misdemeanor and felony cases even if the collection rate will be lower in those case types because of the barriers to collection described above.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Collection Rate</b>					
Actual	81%	83%	72%	70.20%	
Target	90%	90%	90%	90%	

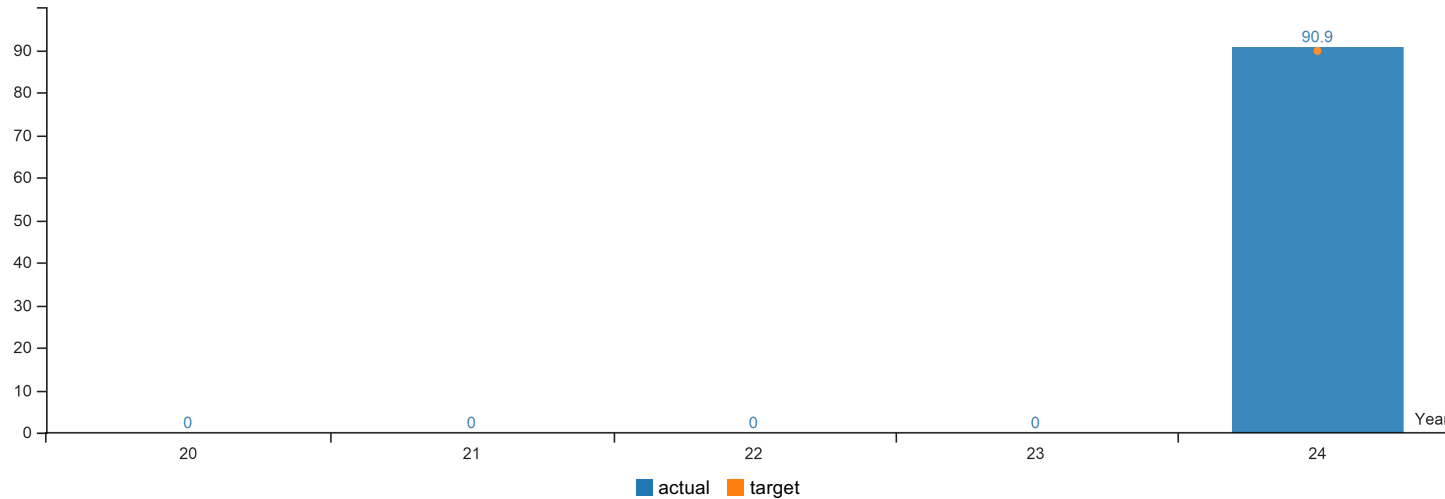
**How Are We Doing**

This measure looks at the percent of violation cases paid within one year of judgment. The data for fiscal year 2024 will not be available until July 2025.

**Factors Affecting Results**

KPM #7	7. Specialty Courts: Justice System Reinvolverment - The percentage of specialty court graduates with no misdemeanor or felony charges filed in Oregon circuit courts within one year of program graduation.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>7. Specialty Courts: Justice System Reinvolverment</b>					
Actual					90.900%
Target					90%

**How Are We Doing**

90.9% percent of participants graduating from adult treatment courts in FY 2023 had no new felony or misdemeanor charges in Oregon's circuit courts within a year of graduation. This is above the 90 percent target.

**Factors Affecting Results**

OJD's treatment courts are successful at providing participants tools to maintain recovery and avoid cycling back through the justice system, as evidenced both by the data on this performance measure and by a more in-depth [recidivism study](#) by the Criminal Justice system.

To sustain this success, OJD's treatment courts need continued support at both the statewide and local circuit court levels. Local circuit courts need continued funding, resources, and staffing to operate treatment court programs, work towards best practice improvements, and track program data. Community partners also need sustainable funding and resources to fully implement the treatment court model and fully utilize SCMS as a secure case management and data monitoring tool.

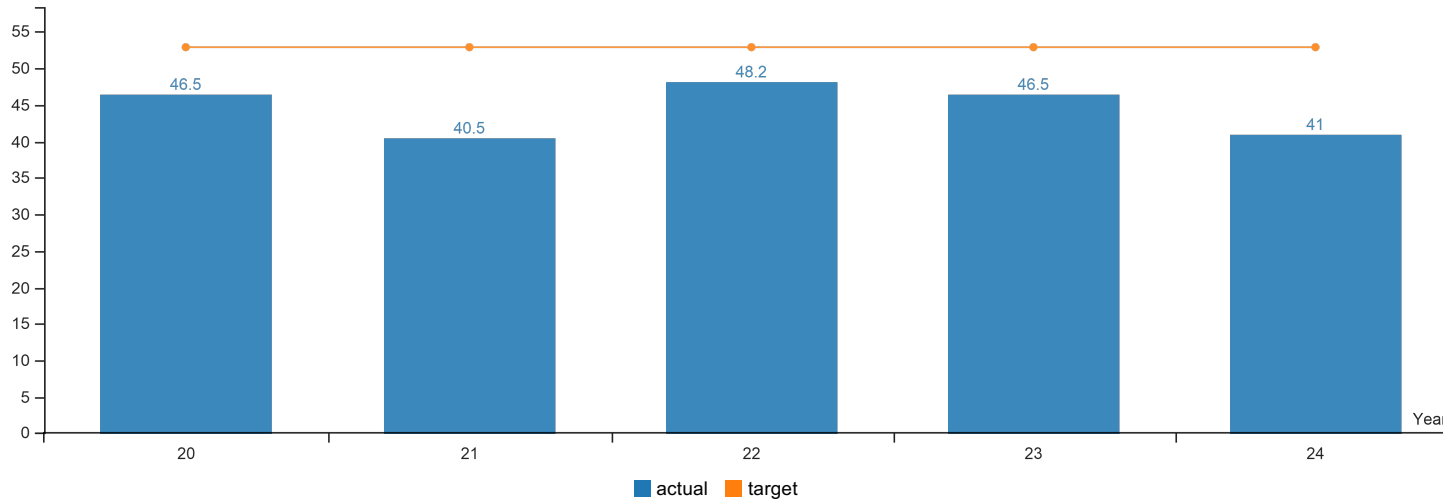
The Office of the State Court Administrator's treatment court team includes both general fund positions and limited duration positions funded through federal grants. The team provides training, technical assistance, and local court support to improve adherence to the treatment court model, which increases the likelihood of positive post-program outcomes, such as avoiding justice system reinvolverment. Additionally, the team works on statewide development to enhance programs and expand the number of treatment courts available in the state through specific projects such as veteran treatment court strategic planning, family treatment court expansion, and implementation of the Risk and Needs Triage (RANT) screening tool in adult drug courts.

To continue to promote these outcomes, OJD is focusing on promoting fidelity to established best practices, using validated screening tools to create a more objective identification and entry process, expanding data reports from the Specialty Court Case Management System (SCMS) and enhancing internal dashboards, evaluating program effectiveness, identifying disparities, partnering with the Criminal Justice Commission to administer treatment courts, and implementing additional performance measures for continuous quality improvement. Funding for maintenance and enhancement of SCMS is needed to continue with comprehensive data collection to ensure sufficient program monitoring as related to outcomes and adherence to best practice.



KPM #8	Effective Use of Jurors - The percentage of available jurors who are selected for jury duty who are qualified and available to serve (juror yield) The National Center for State Courts (NCSC) commonly uses a juror yield goal of 40 percent, a value demonstrated to be realistic in many well-managed courts. The national average juror yield is approximately 53 percent. Although variations are expected, points falling well above or well below the average can alert the court to the need for possible adjustments to the number of persons summoned.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Effective Use of Jurors</b>					
Actual	46.50%	40.50%	48.20%	46.50%	41%
Target	53%	53%	53%	53%	53%

#### How Are We Doing

In 2024, 41% of available jurors were qualified and available to serve which is a decrease from the prior two years. Oregon courts meet the NCSC goal of 40 percent, but well below the national average target of 53 percent.

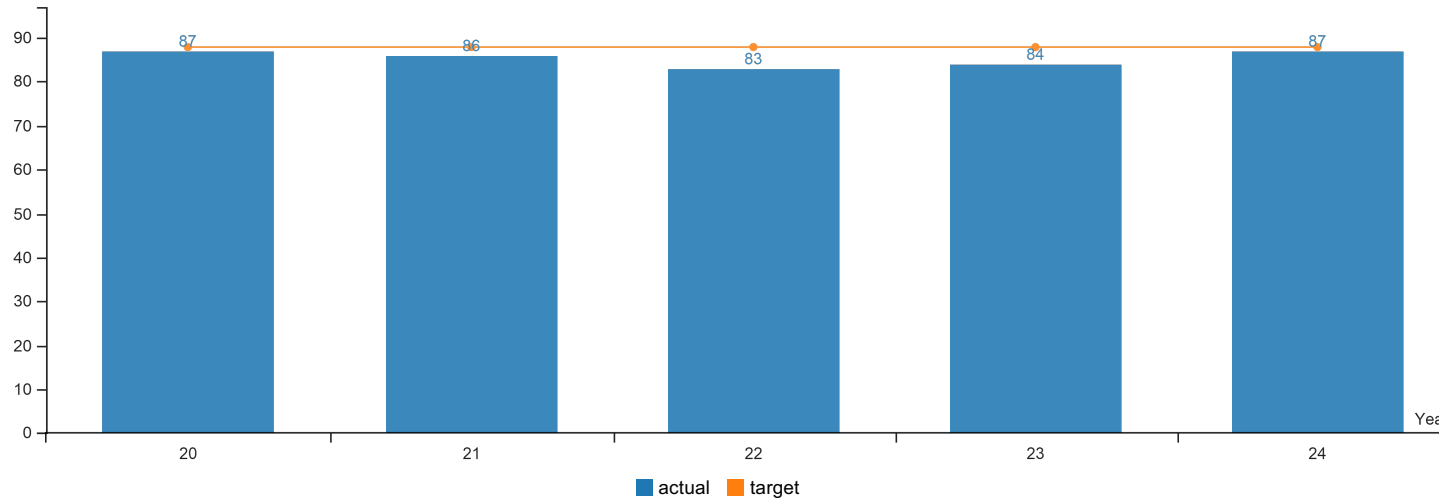
#### Factors Affecting Results

The Oregon Judicial Department implemented an upgraded jury system in FY 2024 which required the development of new business processes. The decrease in jury yield from previous years may be attributed to data entry errors during the transition and learning phase of the new system.

Juror yield is used by court administrators to estimate the number of jury summonses to mail to secure an adequate number of jurors from which to select juries. However, it is also a measure of system efficiency as it indicates the relative amount of work a court must perform to achieve an adequate jury pool. Nationally, courts send approximately two jury summonses for every qualified and available juror they need to secure. Courts with higher yields require fewer jurors so it is in the juror and courts' best interest to maximize jury yields to the greatest extent possible.

KPM #9	Employee Retention - Annual employee turnover rate. Our target is to have a retention rate with no greater annual turnover than the State of Oregon's Department of Administrative Service (DAS) annual retention rate.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Employee Retention</b>					
Actual	87%	86%	83%	84%	87%
Target	88%	88%	88%	88%	88%

**How Are We Doing**

In fiscal year 2023, OJD's retention rate was 87% which was higher than the prior three years. OJD has consistently met or exceeded the national average of 83 percent for government jobs as reported by the Bureau of Labor Statistics.

**Factors Affecting Results**

77% of our turnover was due to voluntary resignations. Additionally, retirements accounted for over 13% percent of our turnover. OJD is continuing to collect data from exiting employees and analyze their reasons for leaving as part of our strategy to maintain and improve our performance in this measure.

Agency Name : Oregon Judicial Department (OJD)															
2025-27 Biennium															
Budget Reduction Scenarios															
Detail of Reductions to 2025-27 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/Div														
											\$ -				
		210	<b>Third-Party Collections</b> - payments to support collections of required fees, fines and awards for the state of Oregon, Oregon Counties, crime victims and other award recipients as well as merchant fees when credit cards are used to pay for these items.	(\$905,302)							\$ (905,302)				Fees are only paid on successful collection of a delinquent debt to the State of Oregon. A \$905,302 reduction below CSL would result in a projected \$3.8 million in reduced collection revenues and would most likely impact outside third-party collection activities including possible downstream impacts to DOR Other Agency Accounts staff who are funded by collection fees.
		220	<b>External Pass-Through</b> - was established for the 11-17 biennium for payments to outside entities which had been funded in the past from outside the OJD budget. The following are provided funding from this appropriation: <ul style="list-style-type: none"> <li>• County law libraries</li> <li>• County mediation/conciliation programs</li> <li>• Biennial funding for Council on Court Procedures</li> <li>• Biennial funding for Oregon Law Commission</li> </ul>	(\$896,073)							\$ (896,073)				<p>Current mediation funds are not adequate to cover the need. Cuts to mediation funding will directly impact the number of parents who are able to participate in mediation. At this level, it's likely the court will have to reduce the number of hours available for mediation or reduce the number of cases referred to mediation. Case resolution of custody and parenting time will be delayed for all cases due to the increased numbers of cases for the court to hear. Over time, we would expect an increased number of parents to come back for modifications of custody and parenting time, as court mandated resolutions are not considered as durable as agreed upon terms in mediation. We would also expect child well-being and outcomes to suffer as parental conflict increases.</p> <p>Reductions to Law Libraries have in the past resulted in reduced hours of availability, which directly impact self-represented patrons who need these resources the most.</p> <p>Pass-through funding is dictated via statute and is not controlled by OJD. Based upon the proposed budgets, these reductions would result if the following levels of reduced payments</p> <ul style="list-style-type: none"> <li>County law libraries - \$436,761</li> <li>County mediation/conciliation programs - \$436,761</li> <li>Oregon Law Commission - \$19,489</li> <li>Council on Court Procedures - \$3,061</li> </ul>

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		220	<b>Legal Aid</b> - Pass through funds supplied to Oregon Bar for their Legal Services Program. The Oregon State Bar Legal Services Program funds an integrated, statewide system of civil legal aid organizations enabling low-income Oregonians to address critical legal issues directly affecting their families, homes, income, jobs, and access to vital services such as education and health care.	(\$745,143)						\$ (745,143)				This reduction will decrease the client service capacity of Oregon's integrated and statewide legal services, compromising low-income and underserved Oregonians access to civil legal help. At an average of 70 closed cases per attorney/year, this could result in 300 fewer cases handled and denial of services to 700 persons each biennium in complex matters affecting housing preservation, family safety and stability, and access to essential life needs.  Legal Aid will be passed through to the Oregon Bar in quarterly payments of \$1,862,857. This reduction would eliminate 40% of the final quarter payment.	
		200	<b>Mandated Payments</b> - constitutional due process rights include statutorily required court payments to fund juror per diem, court interpretation, and ADA compliance	(\$1,078,881)						\$ (1,078,881)				Juries bring the voice of local communities to the administration of justice in criminal and civil cases, including those involving personal injury, discrimination, and medical malpractice. Also, Interpreter Services for non-English speaking litigants as required by statute helps enable fairness in court matters.  Mandated expenditures for 25-27 are expected to exceed \$30 million due in part to increased demand for Interpreter Services and reduced in-state contractors which require retaining out-of-state interpreters at increased costs. Additional reductions would most likely decrease the number of trials that OJD can operate during the biennium by at least one month of capacity, or approximately 200 jury trials, resulting in loss of capacity, case backlogs, and increased delays for injured litigants seeking justice.	
		010	<b>Judicial Compensation</b> - constitutionally protected General Fund appropriation for judicial salaries, taxes and benefits.	(\$6,244,490)						\$ (6,244,490)	(26)	(26.00)		Judicial Compensation, due to its constitutionally protected nature, cannot be reduced. If the Oregon Judicial Department is required to account for a reduction associated in this appropriation, OJD will be forced to reduce other GF appropriations. A \$6.3 million reduction would result in a further reduction of approximately 22 FTE in the State Court System Operations and cause reduced service and phone hours, and case backlogs in civil, small claims, and domestic relations.	

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		500	<b>Oregon eCourt Operations and Maintenance</b> - payments for Oregon Judicial Information Systems Vendor Maintenance Agreements for software components	(\$581,832)							\$ (581,832)	(2)	(2.00)		Since contractual maintenance agreements must be maintained for operational systems - OJD would be required to provide funding from other GF appropriations to backfill reductions in this area which would require additional personnel reductions, resulting in reduced service and phone hours, and case backlogs in civil, small claims, and domestic relations.
			<b>State Court System Operations</b> - provides fair and accessible justice services that protect the rights of individuals, preserve community welfare, and promote public safety												Due to interdependencies between State Courts operational components budget impacts are aggregated in this line as the overall state court system. Impacts and outcomes are also shown below by operational area. FTE Impacts are based on the average cost per FTE for that area. Under ORS 1.002, the Chief Justice has administrative authority to reallocate resources and determine court closures and operating hours across the state court system. Personal Services costs represent <b>89.50%</b> of the Operations Appropriation, with much of the Services and Supplies budget in non-reducible categories like State Government Service Charges making reductions is heavily weighted towards staffing resource reductions.
		101	<b>Appellate Courts (Supreme Court; Court of Appeals) and Tax Court</b> - appellate courts review decisions of lower courts and other tribunals and are final arbiters of state law; tax court has exclusive, statewide jurisdiction on cases that involve Oregon's tax laws.	(\$1,838,998)							\$ (1,838,998)	(7)	(6.50)		Expected outcomes include delays in case processing in all three courts, undermining the ability for these courts provide timely decisions, and adequate maintenance of briefs and decisions for the court system. A reduction of approximately \$1.8 million associated with the first 5% cut could result in a reduction of 6.5 FTE, impacting support functions for the Supreme Court, Court of Appeals and Tax court.

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency  Dept	Prgm/ Div	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
			102	<b>Office of the State Court Administrator and Central Support</b> - core business and central support structure which maintains the statewide court system and is the Chief Justice's administrative entity for OJD	(\$6,164,050)						\$ (6,164,050)	(23)	(22.50)		Reductions would delay development of programs and services and decrease access to justice for self-represented litigants, as well as result in loss of consistency in business processes, and training & education for staff and judges. Specifically, this would slow the development of forms and accessibility tools for self-represented litigants, the provision of court protections and oversight for individuals who are at risk of physical neglect or financial fraud, and the implementation of a consistent statewide pretrial release program. Reductions would also negatively impact OJDs ability to provide support in all case types and program areas (landlord tenant, guardianship and conservatorship, alternative dispute resolution, criminal, small claims, etc.), including child support and juvenile programs where OJD secures associated federal matching funds. It would also compromise OJD's ability to support Oregon's trial court operations and IT system, and could reduce appropriate maintenance, support, and security protections of the Oregon Judicial Information System. Reductions will also harm OJD's ability to aggregate, display, and analyze data in all case types.  A \$6.2 million reduction for OSCA would require eliminating approximately 22.50 FTE, a 11% reduction of FTE for Administration. The OSCA operational budget contains the department's non-reducible statewide expenditures like state government service charges, and due to these charges, personal services must be reduced at a higher rate than other operational areas of OJD.



**Agency Name : Oregon Judicial Department (OJD)**  
**2025-27 Biennium**

Detail of Reductions to 2025-27 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		100	<b>Trial Courts (Circuit Courts)</b> - 27 judicial districts in 36 counties statewide; general jurisdiction courts (e.g. handle cases involving criminal, civil, small claims, traffic, domestic relations, probate, guardianships, civil commitments, juvenile dependency, and delinquency, abuse and restraining orders, administrative agency, appeals from municipal courts and other matters).	(\$21,175,353)						\$ (21,175,353)	(74)	(74.00)		<p>Impacts would include reduced court operating hours/days, reduced phone and public service hours, reduced hearings and trials that can be held, reduced revenue collections and processing of violations, reduced court capacity including facilitation services to self-represented litigants and treatment court coordinators, and resulting increase in case backlogs. Reductions would also harm OJD's focus on accurate and timely data entry, harming our ability to provide accurate and timely data reports.</p> <p>A \$21.2 million reduction for trial courts for the 25-27 biennium would result in the elimination of approximately 74 FTE in the Circuit Courts across the state.</p>	
										\$ -					
			<b>TOTAL</b>	<b>(39,630,122)</b>	-	-	-	-	-	\$ (39,630,122)	<b>(132)</b>	<b>(131.00)</b>			

Target (5%) \$ (39,630,122)  
Difference \$ -

Detail of Reductions to 2025-27 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		210	<b>Third-Party Collections</b> - payments to support collections of required fees, fines and awards for the state of Oregon, Oregon Counties, crime victims and other award recipients as well as merchant fees when credit cards are used to pay for these items.	(\$905,302)						\$ (905,302)				<p>An additional \$905,302 (\$1.8 million total) at the 10% reduction level below CSL would result in a projected \$7.6 million in reduced collection revenue and would most likely result in OJD not sending debt for outside third-party collections including possible downstream impacts to DOR Other Agency Accounts staff who are funded by collection fees.</p>	
										\$ -					

**Agency Name : Oregon Judicial Department (OJD)**

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**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/Div														
		220	<p><b>External Pass-Through</b> - was established for the 11-17 biennium for payments to outside entities which had been funded in the past from outside the OJD budget. The following are provided funding from this appropriation:</p> <ul style="list-style-type: none"> <li>• County law libraries</li> <li>• County mediation/conciliation programs</li> <li>• Biennial funding for Council on Court Procedures</li> <li>• Biennial funding for Oregon Law Commission</li> </ul>	(\$896,073)						\$ (896,073)				<p>Current mediation funds are not adequate to cover the need. Additional cuts will result in fewer hours available for mediation or will reduce the number of cases referred to mediation. Fewer parents will be able to participate in mediation. We would expect the number of court trials to determine custody and parenting time to increase with each cut. Case resolution of custody and parenting time will be delayed for all cases due to the increased numbers of cases for the court to hear. Over time, we would expect an increased number of parents to come back for modifications of custody and parenting time, as court mandated resolutions are not considered as durable as agreed upon terms in mediation. We would also expect child well-being and outcomes to suffer as parental conflict increases.</p> <p>Reductions to Law Libraries have in the past resulted in reduced hours of availability, which directly impact self-represented patrons who need these resources the most.</p> <p>Pass-through funding is dictated via statute and is not controlled by OJD. Based upon the proposed budgets, these reductions would result if the following levels of reduced payments at 10% reduction level</p> <ul style="list-style-type: none"> <li>County law libraries - \$873,522</li> <li>County mediation/conciliation programs - \$873,522</li> <li>Oregon Law Commission - \$38,978</li> <li>Council on Court Procedures - \$6,122</li> </ul>	
		220	<p><b>Legal Aid</b> - Pass through funds supplied to Oregon Bar for their Legal Services Program. The Oregon State Bar Legal Services Program funds an integrated, statewide system of civil legal aid organizations enabling low-income Oregonians to address critical legal issues directly affecting their families, homes, income, jobs, and access to vital services such as education and health care.</p>	(\$745,143)						\$ (745,143)				<p>In addition to a reduction in service capacity, a reduction at this level could also create prolonged wait time for services, which is particularly problematic for survivors of domestic violence needing timely assistance to keep their families safe. Because roughly 60% of civil legal caseloads involve housing and family legal needs, this reduction could also result in an increased presence of self-represented litigants navigating family and landlord-tenant cases.</p> <p>Legal Aid will be passed through to the Oregon Bar in quarterly payments of \$1,862,857. This 10% total reduction would eliminate 80% of the final quarter payment.</p>	

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		200	<b>Mandated Payments</b> - constitutional due process rights include statutorily required court payments to fund juror per diem, court interpretation, and ADA compliance	(\$1,078,881)							\$ (1,078,881)				Juries bring the voice of local communities to the administration of justice in criminal and civil cases, including those involving personal injury, discrimination, and medical malpractice. Also, Interpreter Services for non-English speaking litigants as required by statute helps enable fairness in court matters.  Mandated expenditures for 25-27 are expected to exceed \$30 million due in part to increased demand for Interpreter Services and reduced in-state contractors which require retaining out-of-state interpreters at increased costs. A 10% would most likely decrease the number of trials that OJD can operate during the biennium by at least two month of capacity, or approximately 400 jury trials, resulting in loss of capacity, case backlogs, and increased delays for injured litigants seeking justice.
		010	<b>Judicial Compensation</b> - constitutionally protected General Fund appropriation for judicial salaries, taxes and benefits.	(\$6,244,490)							\$ (6,244,490)	(26)	(26.00)		Judicial Compensation, due to it's constitutionally protected nature, cannot be reduced. If the Oregon Judicial Department is required to account for a reduction associated in this appropriation, OJD will be forced to reduce other GF appropriations. A further \$6.24 million reduction (\$12.5 total) would result in a further reduction of approximately 26 FTE (52 FTE) in the State Court System Operations and cause reduced service and phone hours, and case backlogs in civil, small claims, and domestic relations.
		500	<b>Oregon eCourt Operations and Maintenance</b> - payments for Oregon Judicial Information Systems Vendor Maintenance Agreements for software components	(\$581,832)							\$ (581,832)	(2)	(2.00)		Since contractual maintenance agreements must be maintained for operational systems - OJD would be required to provide funding from other GF appropriations to backfill reductions in this area which would require additional personnel reductions, reduced service and phone hours, and case backlogs in civil, small claims, and domestic relations.

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency  Dept	Prgm/ Div	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
				<p><b>State Court System Operations</b> - provides fair and accessible justice services that protect the rights of individuals, preserve community welfare, and promote public safety</p>											<p>Due to interdependencies between State Courts operational components budget impacts are aggregated in this line as the overall state court system. Impacts and outcomes are also shown below by operational area. FTE Impacts are based on the average cost per FTE for that area. Under ORS 1.002, the Chief Justice has administrative authority to reallocate resources and determine court closures and operating hours across the state court system. Personal Services costs represent <b>89.5%</b> of the Operations Appropriation, with much of the Services and Supplies budget in non-reducible categories like State Government Service Charges making reductions is heavily weighted towards staffing resource reductions.</p>
			101	<p><b>Appellate Courts (Supreme Court; Court of Appeals) and Tax Court</b> - appellate courts review decisions of lower courts and other tribunals and are final arbiters of state law; tax court has exclusive, statewide jurisdiction on cases that involve Oregon's tax laws.</p>	(\$1,838,998)						\$ (1,838,998)	(7)	(6.50)		<p>A second reduction of \$1.8 million (\$3.7 million total) would result in an additional reduction of 6.5 FTE, impacting support functions for the Supreme Court, Court of Appeals and Tax court. Expected outcomes include delays in case processing in all three courts, undermining the ability for these courts provide timely decisions, and adequate maintenance of briefs and decisions for the court system.</p>

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		102	Office of the State Court Administrator and Central Support - core business and central support structure which maintains the statewide court system and is the Chief Justice's administrative entity for OJD	(\$6,164,050)						\$ (6,164,050)	(23)	(22.50)		<p>Reductions would delay development of programs and services and decrease access to justice for self-represented litigants, as well as result in loss of consistency in business processes, and training &amp; education for staff and judges. Specifically, this would slow the development of forms and accessibility tools for self-represented litigants, the provision of court protections and oversight for individuals who are at risk of physical neglect or financial fraud, and the implementation of a consistent statewide pretrial release program. Reductions would also negatively impact OJDs ability to provide support in all case types and program areas (landlord tenant, guardianship and conservatorship, alternative dispute resolution, criminal, small claims, etc.), including child support and juvenile programs where OJD secures associated federal matching funds. It would also compromise OJD's ability to support Oregon's trial court operations and IT system, and could reduce appropriate maintenance, support, and security protections of the Oregon Judicial Information System. Reductions will also harm OJD's ability to aggregate, display, and analyze data in all case types.</p> <p>Reducing an additional \$6.2 million (\$12.4 million total) for OSCA would require eliminating 45 FTE personnel, a 22% reduction of FTE for Administration. The OSCA operational budget contains the department's non-reducible statewide expenditures like state government service charges, and due to these charges, personal services must be reduced at a higher rate than other operational areas of OJD.</p>	

**Agency Name : Oregon Judicial Department (OJD)**

2025-27 Biennium

**Detail of Reductions to 2025-27 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		100	<b>Trial Courts (Circuit Courts)</b> - 27 judicial districts in 36 counties statewide; general jurisdiction courts (e.g. handle cases involving criminal, civil, small claims, traffic, domestic relations, probate, guardianships, civil commitments, juvenile dependency, and delinquency, abuse and restraining orders, administrative agency, appeals from municipal courts and other matters).	(\$21,175,353)						\$ (21,175,353)	(74)	(74.00)		A further \$21.2 million reduction for trial courts for the 25-27 biennium would result in the elimination of an additional 74 FTE (148 total) in the Circuit Courts across the state.  Courts would have to prioritize proceedings where immediacy is necessary to protect public safety or timelines set by constitution or statute. In addition to the reduced court operating hours/days, reduced hearings and trials that can be held, reduced revenue collections, reduced court capacity including facilitation services to self-represented litigants and treatment court coordinators - processing of small claims, PCRs, and most violations would be suspended until resources could be restored. Revenues from filing fees and violations would decline to COVID-19 pandemic levels. Reductions would also harm OJD's focus on accurate and timely data entry, harming our ability to provide accurate and timely data reports.	
			<b>TOTAL</b>	<b>(39,630,122)</b>	-	-	-	-	-	\$ (39,630,122)	<b>(132)</b>	<b>(131.00)</b>			

Target (10%) \$ (79,260,244)

Difference \$ -





Agency Name :19800 - Oregon Judicial Department 2025-27 Biennium									
Ending Fund Balances Report									
Updated Other Funds Ending Balances for the 2023-25 and 2025-27 Bienna									
(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or statutory reference	(f) 2023-25 Ending Balance		(g) 2025-27 Ending Balance		(j) Comments
					In LAB	Revised	In CSL	Revised	
Limited	102-00-00-00000	0401 / General Fund	Miscellaneous Receipts	279A.290	684,384	1,450,000	867,665	867,665	
Limited	200-00-00-00000	0401 / General Fund	Juror Improvement	10.075	643,926	1,200,000	1,159,045	1,100,000	Project spending less than limitation, additional jury projects for 25-27 due to courthouse projects being completed
Limited	102-00-00-00000	1086/OJD Operating Account	OJD Operating Account	1.009	800,000	1,000,000	650,000	600,000	Revenues slightly better than forecast
Limited	400-00-00-00000	1178/State Court Security Account	Security Account	1.178					23-25 LAB did not include \$1.1 million in additional limitation for projects - this additional spend for county courthouses will reduce available cash on hand. Revised figures are intended to allow for two months of payroll and local security account payments until allocations from the CFA are available.
Limited	101-00-00-00000	0401 / General Fund	Court Publications Account	2.165	1,375,404	400,000	1,585,068	400,000	Publication costs verses sales are negative, OJD will maintain available balance to cover quarterly publication costs
Limited	100-00-00-00000	0401 / General Fund	Court Forms	21.363	9,366	150,000	0	150,000	
Limited	200-00-00-00000	0401 / General Fund	Court Interpreter/Shorthand Report Certification	45.294	0	0	0	0	
Limited	200-00-00-00000	0401 / General Fund	State of Oregon Law Library	357.203	143,926	150,000	159,045	160,000	
Limited	101-00-00-00000	0401 / General Fund	State Citizen Review Board Operating Account	419A.128	1,233,232	800,000	741,660	700,000	Increasing subscription costs for statewide legal services - paid centrally by OJD verses other state agencies
Limited	102-00-00-00000	0401 / General Fund	Application Contribution Program	151.216, 151.489	625,253	500,000	614,564	500,000	Will maintain 3 months of payroll expenses due to quarterly billing of CRB expenses
Limited	102-00-00-00000	1482/OR Courthouse Cap Construction	Oregon Courthouse Capital Construction and Improvement Fund	1.187/Section 64 Chapter 723 Or Law 2013	0	250,000	0	250,000	Modified CSL 25-27. Ending balance reflects funds needed to clear payroll
Limited	102-00-00-00000	1479/State Court Technology Fund	State Court Technology Fund	1.012	0	89,940,915	0	0	March 2023 Bond Sales for Benton and March 2025 Bond Sales for Clackamas, Benton and Morrow counties - limited disbursements by EOB
Limited	102-00-00-00000	1479/State Court Technology Fund	State Court Technology Fund	1.012	0	300,000	0	300,000	Modified CSL 25-27. Ending balance reflects funds needed to clear payroll

**Objective:** Provide updated Other Funds ending balance information for potential use in the development of the 2025-27 legislatively adopted budget.

**Instructions:**

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).
- Column (j): **Please note any reasons for significant changes in balances previously reported during the 2023 session.**

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.



# Oregon Veterans Treatment Court Statewide Strategic Plan

Oregon Judicial Department  
Center for Justice Innovation

Oregon Veterans Treatment Court Statewide Strategic Plan Report  
Oregon Judicial Department  
Center for Justice Innovation

By Sheila McCarthy, Spencer Geiger, and Shawn Rogers

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The opinions, findings, and recommendations expressed in this publication are those of the authors and the members of the strategic planning committee and do not necessarily represent the positions or policies of the Bureau of Justice Assistance or the Center for Justice Innovation State-Based Adult Drug Court Training and Technical Assistance Program.

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## Section 1

# Executive Summary

This report details the results of a Veterans Treatment Court (VTC) Statewide Strategic Planning Initiative conducted by the Center for Justice Innovation (the Center), with assistance from the Oregon Judicial Department (OJD), between September 2022 and April 2023.

Through a comprehensive needs assessment, Center staff identified the strengths, resources, and challenges of Oregon's VTCs, and offered guidance on how to support the planning of future courts. Following the needs assessment, the Center convened a two-day onsite stakeholder workshop, culminating in the creation of a comprehensive strategic plan. This report describes the goals and objectives developed through the strategic planning process, and details the activities necessary to accomplish the plan. This strategic plan reflects months of research and collaboration between Center staff, OJD, and a multi-disciplinary group of stakeholders who represent the essential members of veterans treatment court teams in Oregon.

### Summary of Needs Assessment Findings

The needs assessment yielded four overarching themes:

- Fidelity to Best Practices
- Program Entry into VTCs
- Statewide Coordination and Collaboration
- Enhanced Support for VTC Participants

From these overarching themes, seven strategic planning goals emerged:

- Goal 1| Improve and enhance access to Veterans Treatment Courts
- Goal 2| Expand eligibility, identification and referral options to Veterans Treatment Courts
- Goal 3| Ensure that judges, district attorneys, and defense attorneys understand the provisions of ORS 135.985 as well as the legal incentives for program participation
- Goal 4| Develop and maintain quality data collection standards
- Goal 5| Conduct resource mapping to create a repository of veteran resources and formal partnerships with agencies
- Goal 6| Improve state and federal partnerships for the purpose of developing veteran specific training and facilitating peer-to-peer connections
- Goal 7| Develop a statewide Veterans Treatment Court mentor program

## Section 2

# Background

The Center for Justice Innovation's primary goal through the 2022 Veterans Treatment Court Strategic Planning Initiative is to provide states with the unique opportunity to receive one-on-one technical assistance and support through statewide strategic planning for their veterans treatment courts. This initiative will enhance both local court-based, and statewide responses to justice-involved veterans in need of treatment and other support. The strategic planning process includes a needs assessment, an on-site workshop, and a final strategic plan report.

### Center for Justice Innovation

The Center for Justice Innovation (the Center) promotes new thinking about how the justice system can respond more effectively to issues like substance use, intimate partner violence, mental illness, and juvenile delinquency. The Center achieves its mission through a combination of operating programs, original research, and expert assistance. For over two decades, the organization has been intensively engaged in designing and implementing problem-solving courts, and each year, it responds to hundreds of requests for training and technical assistance and hosts hundreds more visitors at its operating programs. Its staff includes former prosecutors, defense counsel, probation officials, senior administrators of major criminal justice agencies, social workers, technology experts, researchers, victim advocates, and mediators. Under the Bureau of Justice Assistance's (BJA) Statewide Adult Drug Court Training and Technical Assistance Program, the Center provides training and technical assistance to statewide treatment court systems, helping state-level treatment court coordinators and other officials enhance the operation of drug courts and other treatment courts throughout their state.

### Oregon-specific Technical Assistance Projects with the Center for Justice Innovation

The Center has been working with Oregon for several years on various technical assistance projects with treatment courts across the state. Below is an overview of the other current projects, which align with the Oregon Judicial Branch's 2020-2022 Strategic Campaign.<sup>1</sup>

#### Project S.C.O.R.E.: Specialty Courts of Oregon RANT Enhancement

Beginning in November 2021, the Center partnered with OJD to launch a pilot project to enhance the use of validated screening tools—specifically, the Risk and Need Triage (RANT) tool—to improve equity and access for specialty courts. OJD identified three pilot sites to participate in a needs assessment that provided information to the Center

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<sup>1</sup> [https://www.courts.oregon.gov/about/Documents/2020-21-Strategic-Campaign\\_WebCopy.pdf](https://www.courts.oregon.gov/about/Documents/2020-21-Strategic-Campaign_WebCopy.pdf)



about practices around screening and identification, target population, treatment court staffs' understanding of underlying Risk-Need-Responsivity Theory, and other issues related to disparities in treatment courts. The Center conducted interviews with core team members from each pilot site and analyzed justice-system data and program materials. This resulted in a clearer understanding of areas to strengthen each court's ability to come closer in line with fidelity to best practices regarding screening and identification and target populations.

This pilot project will inform the work of the upcoming statewide rollout of the RANT tool to the remaining adult drug courts, one of the goals identified in Oregon's recent application for funding under BJA's Adult Drug Court Discretionary Grant Program. The statewide project will implement the use of the RANT tool statewide, improve the collection of eligible participant data, and deliver training and technical assistance regarding screening, referral, and acceptance best practices. Sites from the pilot project will act as peer experts to the courts who have yet to adopt the RANT tool.

### Racial and Ethnic Disparities (RED) project

In 2020, the Center developed a five-stage strategic planning model to identify and address racial and ethnic disparities (RED) in Oregon's specialty court programs. The RED strategic planning model included a partnership with American University (AU) and the Oregon Judicial Department (OJD) to reduce disparities in the state.

Twenty-six treatment courts from across the state completed AU's RED self-assessment tool. Each court received an auto-generated report based on the self-assessment. AU staff aggregated the data from all participating courts to provide a statewide overview of disparities. Center staff reviewed the aggregate data and prepared a detailed list of recommendations. The recommendations addressed team values, program operations, training needs, and data review and collection that would reduce disparities. The RED initiative resulted in the addition of staff to support RED initiatives, a focus on disparities in eligibility, culturally responsive interventions, understanding program data, and implementation of a three part training series on cultural humility and the history of racial and ethnic disparities in Oregon. Center staff continues to work with the statewide team for technical assistance and as a thought partner to continue the statewide initiative to address disparities.

### Oregon Veteran Demographics

The United States Census Bureau, US Department of Veterans Affairs (VA) Analysis and Statistics Center's 2020 report shows 273,946, or 8.3%, of Oregonians are veterans.<sup>2</sup> Of those veterans, 92% are men and 8% are women. The VA also provides a map of the veterans as a percent of the county population to see where the highest number of veterans are located across the state.<sup>3</sup>

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<sup>2</sup> 2020 Census S2101 Veterans Status. United States Census Bureau. 2020. [https://data.census.gov/cedsci/table?q=veteran&g=0100000US%24050000\\_0400000US41&tid=ACSST5Y2020.S2101](https://data.census.gov/cedsci/table?q=veteran&g=0100000US%24050000_0400000US41&tid=ACSST5Y2020.S2101)

<sup>3</sup> [https://www.va.gov/vetdata/docs/SpecialReports/State\\_Summaries\\_Oregon.pdf](https://www.va.gov/vetdata/docs/SpecialReports/State_Summaries_Oregon.pdf)

## Oregon Veterans Treatment Courts

Oregon has five VTCs spread across diverse rural, urban, and frontier communities. Established in 2010, Klamath County in southern Oregon, hosted the first VTC in the state. Recognizing that veterans required a different type of support and had access to different services through the Oregon Department of Veterans Affairs, Lane County quickly followed in 2011, followed by Marion County in 2013, and Columbia County in 2016. Most recently, Washington County implemented a VTC in 2019.

## Veterans in Oregon Veterans Treatment Courts (2020-2023)

According to the data pulled from OJD's Specialty Court Management System (SCMS), over the three-year period between January 1, 2020 through February 10, 2023, a total of 109 veterans entered into VTC programs in Oregon.<sup>4</sup> For veterans in VTC programs, the average time from first appearance to acceptance is 161 days.

The top four charge types of people referred to VTC programs were assault in the fourth degree (51; 75% accepted), menacing (43; 65% accepted), unlawful use of a weapon (37; 76% accepted), and Driving Under the Influence (DUI) (33; 67% accepted). In assessing the demographics of individuals referred, the majority were male (204) and White (173). Most (64; 27%) individuals were 35 to 44 years of age at time of referral, followed by 26% (61) being between 55 years or older and 24% (43) being between 25 and 34 years in age. Less than 20% of participants were between 45 and 54 (18%; 43) or 18 to 24 years old (4%; 10).

The successful completion rate for the 111 participants who exited the VTC programs during the three-year period was 77% (86). The remaining 23% were as follows; 14 terminated, 10 discharged for non-termination reasons, 1 transferred. The average time-in-program for graduates was 550 days (or 18 months), while it was 419 days (or 13.5 months) for those who had been terminated and 416 days for individuals who were discharged.

There are many key data points in the SCMS that will be very useful for VTCs to track and evaluate to determine the effectiveness of their programs. The outcomes are not reported here due to the amount of missing data. OJD statewide staff are committed to improving data quality for all VTC's and therefore supporting local court staff to identify and improve the data being entered into SCMS.

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<sup>4</sup> Note, 169 veterans were referred to VTC programs during the time period (2020-2022). Eighteen (18) veterans declined participation (reasons: 8 reported requirements too strict, 7 not interested/refused, 1 for other reasons, 2 clients were denied entry due to declination), 34 veterans were denied entry (reasons: 7 did not meet criteria, 4 did not complete screening, 11 ineligible for VA services, 5 case-specific reasons, 1 judicial objection, 1 criminal history, 1 measure 11 case, 2 residency issues, 1 accepted into another program, and 1 unknown reasons), and 8 veterans were still pending a decision.

## Section 3

# Methodology

The Center worked directly with OJD between September 2022 and April 2023. With guidance from the Center, OJD identified 24 multidisciplinary stakeholders (*appendix A*) to participate as part of the strategic planning committee. Center staff interviewed each member of the planning committee as well as the 13 other individuals identified as having relevant information. All of the VTC coordinators completed surveys, which gave insight into policies and procedures; possible strengths and areas for potential improvement; and training and technical assistance needs. In addition to the survey and interview data, Center staff analyzed demographic and justice-system data and program materials from the five active VTCs in Oregon to gather extensive input and data about the state's veterans treatment courts. Center staff also had the opportunity to go on-site in Oregon in January 2023. The on-site visit included VTC staffing and court observation in two counties, interviewing several additional stakeholders, touring Veterans Legacy, and speaking with a county in the early stages of planning for a VTC.

In April 2023, following the needs assessment, Center staff traveled to Oregon and led an intensive two-day strategic planning workshop with the committee in Salem, OR. During the workshop, Center staff facilitated a roundtable discussion in which committee members reviewed the findings from the needs assessment, contributed supplemental information, brainstormed ways to address the findings, and provided feedback for the whole group. During the second half of the workshop, Center staff led the group in an exercise to draft a statewide mission and vision statement before breaking the committee into groups to develop goals and objectives responsive to the findings in the needs assessment. The stakeholders then came back together, shared their ideas, and solicited input from the entire group on the goals and objectives. The visit culminated in the development of a draft action plan with goals, objectives, action steps, and a timeline responsive to the needs assessment findings and stakeholder input during the workshop, understanding that priorities and capacity may shift over time (*see Appendix B for the action plan*). The goals and objectives of that action plan form the basis for this strategic plan.

## Section 4

# Strategic Plan

The strategic plan is divided into seven goals with a varying number of objectives for each goal and a narrative description of the action steps (and when applicable, timelines and persons responsible) necessary to complete the goals and objectives. Strategic planning members and other relevant stakeholders across the state will work collaboratively to implement this strategic plan through 2026.

The strategic planning committee created the following vision and mission statement to serve as the foundation for the strategic plan:

*“Veterans treatment courts in Oregon serve justice-involved veterans, their families, and the larger community by restoring dignity, ensuring equity of access to services and resources, while strengthening public safety.”*

*“VTCs collaborate with veterans to promote personal empowerment and build trust as veterans reintegrate into civilian society through a holistic approach—helping them to thrive while honoring them.”*

## Goal 1| Improve and enhance access to Veterans Treatment Courts

In Oregon, the reach of VTCs is limited; they currently serve only 5 of the state’s 36 counties. Consequently, veterans with criminal legal involvement that reside in counties without a VTC face minimal chances of accessing vital veteran-specific services. This goal aims to address these disparities in two ways. First, expanded coverage of existing VTCs will ensure that their impact reaches more counties and veterans in need.

Second, broadened eligibility requirements will enable a greater number of veterans to access the resources and support offered through VTCs. By achieving this goal, Oregon will bridge the gap in service disparities and provide a more comprehensive and equitable support system to all veterans in the state that are involved in the criminal legal system.

### Objective 1A: Create a paid position (VTC Analyst) to ensure sustainability and prioritization of VTC programs across the state

#### Action steps:

In August 2023, the Office of the State Courts Administrator (OSCA) will begin researching and identifying VTC Analyst job examples and how similar positions function in other states with an eye toward learning about best practices and potential challenges. Next, OSCA will develop a detailed job description that outlines the responsibilities and required qualifications for the VTC Analyst by September 2023. At the same time, OSCA will evaluate funding and contractual considerations to determine the duration of the position and the deliverables associated with it. Finally, by April 2024, OSCA will have explored ways to sustain funding for the position going forward.

### Object 1B: Determine the continuum of services needed to ensure equity and increase engagement of more diverse VTC participants

#### Action Steps:

OSCA staff, in coordination with local VTC coordinators, and representatives from the Oregon Health Authority (OHA) and Veterans Affairs (VA) will review the resource map of existing services (see Goal 5) and identify gaps that if addressed, would lead to significant improvements in equity. Drawing on these insights, OSCA will build partnerships with organizations and agencies to collaboratively fill the identified gaps and promote a comprehensive approach to meeting the needs of all veterans in the state. In addition, OSCA will strive to make VTCs more inclusive and empowering by implementing strategies aimed at increasing participation and engagement among specific populations that have historically had low VTC participation.

### Objective 1C: Offer multiple VTC tracks

#### Action Steps:

At the end of 2023 or the beginning of 2024, OSCA staff will consult with Columbia County and VTCs in other states on development of multi-track programs. In the winter of 2024, OSCA will use what they have gleaned from these conversations and leverage American University screening tools to develop statewide VTC eligibility and criteria guidelines allowing for multiple tracks. Next, OSCA staff will create track-specific handbooks that will outline implementation steps for local VTCs implementing multi-track programs.

### Objective 1D: Determine teleservices accessibility and use for VTCs and participants

#### Action Steps:

In mid-2024, OSCA will develop an online survey for VTC coordinators to complete that will assess the current technological capacity for courts to support teleservices. Next, coordinators will survey their VTC court clients to gauge their access to technology and their interest in the use of teleservices. OSCA and the VTC steering

committee will work together to educate VTC coordinators about ways in which the [Reconnect app](#)<sup>5</sup> can be used by VTC clients to connect and engage with court services. Finally, OSCA will work to identify funding opportunities to support technology solutions for VTC clients.

### Objective 1E: Standardize protocols for use of teleservices in VTCs (may vary across the state depending on technology and bandwidth variants)

#### Action Steps:

OSCA staff and the VTC steering committee will work with VTC staff, including Information Technology departments, to create a template that outlines the myriad ways that teleservices can be leveraged to enhance program services and client engagement. The statewide template that is developed will explain when teleservices can be used and for what purposes (e.g., remote appearances), and include step-by-step instructions for connecting to teleservices that are written specifically for court clients. Each VTC judge and coordinator will need to work with their team to adapt the statewide template to their specific circumstances (e.g., technology capabilities, resources).

### Objective 1F: Expand reach of VTCs through Hub-and-Spoke Model

#### Action Steps:

To expand VTC coverage across the state, OSCA staff will utilize the resource map developed in Goal 5 to identify counties with courts that are well-positioned, both geographically and resource-wise, to serve as hub courts. Furthermore, they will determine the specific counties where these hub courts should extend their services. OSCA will collaborate with local champions in counties across the state to secure buy-in for extending VTCs through the Hub-and-Spoke model and to facilitate a seamless implementation of treatment, supervision, and mentor programs between hub and spoke counties. Similarly, OSCA will help local stakeholders address administrative-related challenges, such as compensation-related issues in spoke counties who would be involved in supervision. OSCA will also coordinate with local stakeholders to determine the frequency of in-person and remote contact between the court and participants, determine appearance locations, identify necessary legislative or rule changes, and help implement any legislative or rule changes that are approved.

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<sup>5</sup> <https://reconnect.io/>

## Goal 2 | Expand eligibility, identification and referral options to Veterans Treatment Courts

A common challenge facing Veterans Treatment Courts is the difficulty in screening and identifying eligible veterans who would benefit from the programming offered. Once identified, some potential participants may not enter the program because of uncertainty around eligibility. Three factors stand out as barriers to identification and, eventually, entry into VTCs: narrow or unclear eligibility criteria, awareness of VTCs, and use of tools to identify veterans.

### Objective 2A: Examine eligibility criteria

#### Action steps:

In order to establish a common understanding of who is eligible to participate in VTCs, the VTC Steering Committee will discuss the adoption of a shared definition of the term "veteran" using statutory language included in ORS 135.985<sup>6</sup> as a starting point. The statute includes a definition for the term "servicemember," which is "a person who is a member, or who served as a member, of the Armed Forces of the United States, the reserve components of the Armed Forces of the United States, or the National Guard." In addition to creating a shared understanding of who should be admitted into VTCs, OSCA will partner with American University's Veteran Treatment Court Enhancement Initiative to participate in their pilot program for screening and assessment tools specific to veterans. Beginning in late 2023, the team from American University will work with OSCA to identify pilot courts and map out a timeline for implementation, evaluation, and validation of the screening and assessment tools. Use of the tool will help strengthen screening and identification practices to ensure that eligible veterans, particularly those that are high risk/high need, are presented with the opportunity to participate in VTCs. Progress will be measured in terms of the number of VTCs who are able to incorporate the screening and assessment tools into their practices.

Where there are stakeholders who have reservations about expansive eligibility, OSCA will engage in listening sessions to address concerns. For example, members of the District Attorney's offices expressed hesitation about eligibility for cases involving intimate partner violence. To respond to this specific concern, staff from the Center will partner with OSCA to provide informational sessions on relevant interventions, namely Strength at Home, and address any potential barriers to implementation. Progress related to this goal will be measured by how many VTCs begin utilizing the Strength at Home curriculum.

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<sup>6</sup> [https://oregon.public.law/statutes/ors\\_135.985](https://oregon.public.law/statutes/ors_135.985)



## Objective 2B: Public relations campaign to increase awareness of the VTCs

### Action steps:

Referrals to VTCs depend, in part, on two things: self-identification on the part of veterans and buy-in from a range of stakeholders who can connect veterans to VTCs. A concerted public relations campaign aimed at both veterans and criminal legal system stakeholders can bolster referrals for eligible participants.

To better reach veterans, OSCA will hire a limited duration position to oversee VTC operations (VTC analyst described in objective 1A). The VTC analyst will work with the OSCA communications team and the local VTC Coordinators to develop uniform, accessible materials to provide basic information to veterans about the benefits of VTCs, as well as who to contact for more information or a potential referral. These materials will be placed in arraignment courtrooms and can be referenced by judges or other court staff, particularly when judges inform individuals of programs pursuant to ORS 135.985. Materials can also be distributed to local jails, who can place them in areas where veterans in custody will be able to access them.

For the system stakeholders, OSCA will partner with individuals from relevant agencies and members of the VTC Steering Committee to provide presentations to increase buy-in and cooperation. For local and statewide groups (i.e., defense bar, judicial groups, District Attorney's offices, community groups), OSCA will work with local VTC Coordinators to prepare presentations about VTC programs and how each of those groups can build or bolster their connections, as well as the benefits of referring eligible veterans. OSCA will work with VTC advocates from the law enforcement community to strengthen relationships with local departments that have VTCs in their jurisdiction. These presentations will focus on opportunities for officers to learn from fellow law enforcement officials with robust connections to VTCs and will include invitations for officers to attend graduations, either in-person or via remote video conferencing platforms. Similarly, OSCA will leverage existing staff from jails with strong referral protocols, such as Washington County, to present information to other jails and correctional settings.

For all of these presentations, OSCA will aim to include graduates and/or peer mentors to speak about their experience in the VTC and the benefits they gained from the program. At each presentation, OSCA will provide components of a comprehensive communications toolkit, developed by their communications team and the limited duration VTC position, to stakeholders. When possible, the toolkit will utilize accessible technology (i.e., QR codes linking to resources) or physical materials (i.e., brochures, flyers, posters, pocket guides) to guarantee the widest possible dissemination of information to partner agencies and veterans. Development of the toolkit should begin once the limited duration position is hired, at the end of 2023, and segue into presentations to stakeholders, beginning in 2024.



## Objective 2C: Broaden use of VRSS to identify eligible veterans

### Action steps:

Use of the Veterans Reentry Search Service (VRSS) from the VA is extremely limited. VRSS was designed as a tool to help correctional staff quickly and easily identify inmates who had served in the armed forces. The platform is free to use and relies on simple searches based on 11 data points commonly available to correctional staff. It is more effective than relying on veterans to self-identify. In a VA study of the California Department of Corrections, 2.7% of inmates self-identified as veterans as opposed to the 7.7% that were identified using the VA's VRSS tool. In total, this resulted in a difference of approximately 5,000 veterans.

To increase the use of VRSS in Oregon, OJD's Office of the General Counsel and OSCA will partner with members of the state legislature with demonstrated interest and advocacy for veteran causes to propose legislation mandating the use of VRSS across all jurisdictions. The aim is to have a proposal ready for the legislature's consideration in the long session in 2025.

The buy-in of staff in correctional settings is key in the success of VRSS implementation. In addition to the informational presentations already planned (see Objective 2B), OSCA will provide additional education to sheriff's offices on the tool and how they can incorporate it into practice.

### Goal 3| Ensure that judges, district attorneys, and defense attorneys understand the provisions of ORS 135.985 as well as the legal incentives for program participation

In order to more effectively identify veterans and connect them to services, Oregon enacted into law ORS 135.985 by the Legislative Assembly. This provision requires the court to inform individuals at arraignment that, if they are a servicemember, they might be eligible for diversion, treatment programs, specialty courts, or other benefits. By standardizing this process and providing additional materials to courts, they can increase connections for veterans and bring courts in line with the provision.

#### Objective 3A: Judges inform each defendant of their rights at arraignment (ORS 135.985)

##### Action steps:

Judges and other court staff noted inconsistency in how individuals at arraignment are notified of potential services and diversion programs available to veterans. To build uniformity in how this information is offered during an arraignment, OSCA, OJD's Office of the General Counsel, and the VTC Steering Committee will collaborate on a concise script for judges to use in court. This script will, in part, direct veterans to seek out printed materials and other information available in courtrooms (see Objective 2B). Materials can be kept with judges, clerks, or other court staff. Alternatively, to accommodate for veterans who prefer not to disclose their veteran status publicly, information can also be kept at a table or kiosk in the courtroom or courthouse, or provided via QR code, so that veterans may maintain anonymity while exploring their options. Scripts for judges should be completed by early to mid-2024 and incorporate printed materials as they are made available (dependent upon Objective 2B).

#### Objective 3B: Train judges, prosecutors, and defense attorneys on ORS 135.985(4) and how it can be inadvertently violated

##### Action steps:

Veterans and other court stakeholders highlighted examples of when an individual's status as a veteran was seemingly used as an aggravating factor in sentencing considerations. This stands in direct violation of the provision. OSCA will work with the VTC Steering Committee—namely, members who are judges, defense attorneys, or prosecutors—and subject matter experts to develop a training that can be delivered to court stakeholders across the state, either at a statewide VTC conference or in coordination with existing bar association convenings. The training curriculum can include an overview of the provision, why an individual's military service should not be considered as an aggravating factor, and the internal biases that might unconsciously compel someone to consider it as such. The training should be prepared by late 2024.

### Objective 3C: Reduce barriers for use of legal incentives for successful participants

#### Action steps:

Members of the strategic planning committee explained that veterans who successfully complete VTC programming often don't have a legal incentive at the time of successful completion and face barriers when trying to have their case dismissed or expunged. This can have collateral consequences for education and employment. OSCA and OJD's Office of the General Counsel will collaborate to identify current barriers to set asides, dismissals, or expungements and explore potential legislative solutions. In addition, OSCA and the Office of the General Counsel will work with justice system stakeholders, namely prosecutors, to expand the use of the current conditional discharge statute which allows for dismissal of some criminal charges, where appropriate.

## Goal 4| Develop and maintain quality data collection standards

Measuring and evaluating court work improves the administration of justice. Treatment court dockets are inherently designed to address specific problems and reduce recidivism. In order to understand if the goals are being met, treatment courts must continuously collect and analyze data to measure outcomes. OJD's Specialty Court Management System (SCMS) collects many useful data points that should be used for continuous quality improvement in VTCs. However, that information will only provide guidance when entered accurately and timely into the system. Most programs were collecting some of the data points, but the information management systems, data measures collected, data reporting, and data use was very inconsistent. OJD staff are committed to improving all data records and unifying the process going forward.

### Objective 4A: Identify and collect uniform data entry metrics

#### Action steps:

OSCA and the SCMS analyst will improve the current template for VTC data collection at program entry by June 2024. By expanding the template to include more diverse data points, the information collected will provide a better picture as to the profile of VTC participants. Additional information in the template will expand on areas including: employment, disability, housing, military service and race/ethnicity. OSCA and the SCMS analyst will provide training to all VTC's on language for collection of demographic information at the dual Coordinators Summit (which will bring all the problem-solving coordinators together) the day before the Statewide Veteran Specific Training (see objective 6A) by September 2024.

### Objective 4B: Formalize data entry standards

#### Action steps:

OSCA and the SCMS analyst will create a data dictionary and protocol by June 2024 and it will be published on SharePoint. By ensuring staff are using universal language to collect the data, more consistent records will be available. OSCA, the SCMS analyst and other data analysts will create YouTube videos on data training that will align with the CaseWorX (updated version of the case management system) rollout in 2024.

### Objective 4C: Use data at the local level for Continuous Quality Improvement purposes

#### Action steps:

The SCMS analyst and other data analysts from OSCA will create a veteran specific dashboard by June 2024. The SCMS analyst will schedule quarterly data quality monitoring sessions and provide local support as needed with all of the VTC coordinators beginning in 2025. This will be an opportunity to address any missing data, questions or troubleshooting from the VTC coordinators entering the data. The longer-term goal is for local VTCs to access this data on a regular basis as needed,

sharing with stakeholders to improve CQI when determining who is in their court and any areas of improvement or service gaps.

In 2026, Oregon will explore working with the Criminal Justice Commission to collect county specific demographic information for the arrest population. This would entail measuring the VTC participant population (referral, admission, and graduation) against the arrestee population on a county level and against the county level veteran demographics. Due to this being a bigger lift, Oregon would need to secure additional funding to support this work (for example, applying for the BJA VTC enhancement award in 2024).

## Goal 5| Conduct resource mapping to create a repository of veteran resources and formal partnerships with agencies

Resource mapping is a process that involves identifying, documenting, and organizing the available resources within a particular community or region. These resources can include services, organizations, support groups, treatment centers, and other assets that address the specific needs and challenges faced by people within a community or region. In the context of Veteran Treatment Courts, resource mapping can enhance the effectiveness and success of veteran-specific court programs by helping prioritize existing resources and revealing gaps in the service continuum.

A comprehensive resource map enables court officials, treatment providers, and case managers to effectively link individuals with the most appropriate and relevant services, thereby addressing participants' distinct needs and challenges and increasing the likelihood of successful outcomes. System-level benefits of engaging in resource mapping include enhanced collaboration, efficient allocation of resources, and long-term sustainability.

### Objective 5A: Resource Mapping

#### Action steps:

In the fall of 2023, the Statewide Coordinator will determine the various roles (e.g., stakeholders, local steering/advisory committees, etc.) required for the resource mapping project and then collaborate with VTC coordinators to identify specific individuals to participate. In December 2023, OSCA will begin to engage a resource mapping consultant (e.g., GOBHI, PRA, the Center) and set dates to convene the groups, ideally between January and March, 2024. The resource maps developed at the winter convenings will encompass both general resources and veteran-specific resources while highlighting any gaps in current resources at both the local and state levels. To ensure seamless accessibility, in the spring/summer of 2024 OSCA will compile the regional maps into a comprehensive statewide map, and in 2025 OSCA will create a dedicated platform to house all information gathered from the resource mapping exercises.

### Objective 5B: Assess present and future programmatic needs to identify gaps in services that can be supported

#### Action Steps:

Under the guidance of OSCA, in the fall of 2023 VTC coordinators will conduct surveys among their teams, partner agencies, and other stakeholders to assess the current and future needs of their programs and identify any known gaps in the service continuum. Once the resource map is finalized (see objective 5A), each VTC will utilize it to establish connections with organizations in their jurisdiction, aiming to align and coordinate services effectively. Additionally, OSCA, VTCs, and partner organizations and agencies will determine the associated costs required to enhance service equity

and to address any gaps in the service continuum. To ensure successful implementation, OSCA, VTC teams, and partner agencies will collaborate closely to secure funding and bolster support for partner agencies. This collaborative effort will promote a more inclusive and effective environment for veterans' treatment and support services.

### Objective 5C: Establish formal and informal partnerships within the community to support the VTCs.

#### Action steps:

In 2025-2026, OSCA, VTC teams, and Center staff will jointly develop a program self-assessment instrument for capturing relevant program information from potential partner agencies and organizations (e.g., insurance accepted, level of care provided, cultural competency, language access). Next, OSCA and VTC teams will collaborate on the development of criteria for assessing the quality of services provided by potential partner agencies. VTC coordinators will then be tasked with using the resource map to identify potential partners that provide high quality services, and asking them to complete the self-assessment instrument. OSCA and the VTC coordinators will collaborate to determine which organizations and agencies to partner with, and then develop partnership agreements and MOUs for the selected organizations and agencies. VTC coordinators will maintain ongoing communication with partner agencies and organizations through community stakeholder meetings. Finally, OSCA will explore the possibility of utilizing the VTC analyst or, depending on resources, consider adding a full-time community liaison position to help execute some of the partnership development tasks.

## Goal 6| Improve state and federal partnerships for the purpose of developing veteran specific training and facilitating peer-to-peer connections

Education and training programs help maintain a high level of professionalism; creates and maintains program fidelity; and provides a forum for solidifying relationships. Training also promotes commitment and collaboration among criminal justice professionals, Veteran Administration staff, veteran volunteer mentors, and treatment personnel.

A common theme among stakeholders was that VTC teams have not received consistent training on working with justice-involved veterans. Team-focused training can help team members develop common language and approaches to challenges. Even for experienced courts, continuous training is needed to support new staff and to keep the team abreast of emerging research and best practices. Stakeholders also indicated that some experienced court teams need more problem-solving workshops rather than introductory training sessions. Stakeholders expressed a strong desire for closer collaboration with other VTCs across the state. Peer-to-peer observations can be invaluable in helping to get new VTCs off the ground, as well as with more established courts.

### Objective 6A: OSCA to host a statewide conference on military culture and justice-involved veterans' issues in 2024

#### Action steps:

The first step in hosting a statewide conference will be for OSCA to build a training committee. OSCA, with the newly hired VTC analyst, will request subject matter experts (SME) for the training committee from the VTC strategic planning group by the end of 2023/start of 2024. Once the group is compiled, the Center will assist in the planning process, as well as suggest SMEs they have identified from other national projects. The VTC analyst will determine how often the committee needs to meet. The statewide training will be held by September 2024 and will align with the 2024 Coordinator Summit (bringing together all specialty court coordinators in Oregon). The conference will be open to current VTCs, as well as counties who are interested in learning more about veterans specific topics. Some of the higher priority training topics will include: military/veterans culture; roles and responsibilities of the team members; the correlation between veterans/military and intimate partner violence; posttraumatic stress disorder; traumatic brain injury; military sexual trauma; how to deal with vicarious trauma when working in a VTC; and trauma-responsive approaches (in both treatment and the courtroom) as well as opportunities specifically targeted for mentors.



## Objective 6B: Identify peer-to-peer connections for new and existing VTCs across the state

### Action steps:

Due to the interest in increasing access to peer-to-peer connections, OSCA will identify champions for each of the roles in VTCs by July 2024. The champion for each role will coordinate and maintain connections across the state for current VTCs, as well as non-VTC courts who have an interest in implementing the model. Once each role has been identified, OSCA will create virtual meeting spaces and promote virtual training opportunities, as well as generate an email listserv that is role specific. After the champions have been identified, OSCA will create a yearly sustainability schedule to determine if there are any changes in roles.

## Objective 6C: Establish model VTC court(s)

### Action steps:

In order to establish a model VTC, OSCA and the VTC steering committee will define what a model court means including written roles, responsibilities, and expectations by the end of 2024. The process to become a model court will be voluntary, understanding that one of the expectations will be staffing and VTC docket observation by other courts and interested stakeholders. OSCA and the VTC steering committee will determine incentives that can be offered to model courts. Once these factors are determined, OSCA will review their budget and funding opportunities to cover travel and reimbursements.

## Goal 7 | Develop a statewide Veterans Treatment Court mentor program

A streamlined statewide mentor program that outlines written job descriptions, identifies a comprehensive training plan for mentors, develops recruitment strategies, and emphasizes the sharing of resources across VTC programs can increase success and sustainability. Oregon's statewide and community-based initiatives and organizations both demonstrate a strong commitment to veterans and veteran issues.

Partnerships with outside organizations can serve as a source for VTC mentors, facilitate prosocial activities for participants, and fill any resource/service gaps. It is important to note that VTC programs with active mentor coordinators highlight how connected their mentor coordinators are with local veteran service organizations (due to their previous work experience). These connections can help to fill potential resource gaps.

### Objective 7A: Develop best practices for VTC mentor programs

#### Action steps:

The Center will work with OSCA to examine existing resources/guides in the field and make connections with other states who have established statewide mentor programs starting in 2025. Once examples have been collected, OSCA will share the documents with experienced mentors, mentor coordinators and trained veteran peer support specialists from the strategic planning committee (and any other key stakeholders identified). After their review and feedback, OSCA will begin to structure Oregon-specific best practices/guidelines for a VTC mentor program. The experienced mentor coordinators and other peer support will be actively involved in the finalization of best practices, which is anticipated to be complete in 2026 and disseminated to all VTCs.

### Objective 7B: Identify appropriate resources and training opportunities

#### Action steps:

A joint effort between OSCA, Veterans Program at OHA, an experienced mentor coordinator, and at least one VTC Coordinator will be to collect information on organizations that regularly host trainings (i.e., Justice 4 Vets) as well as resources and links to online platforms/other information that mentors can access outside of live training sessions. Between the stakeholders mentioned above, a lead will be identified to then organize information on training and resources into the best practice guidelines/onboarding curriculum for new mentors. The longer-term goal will be to develop timelines for all current VTC mentors to attend training sessions considered to be foundational or fundamental (for those that haven't). The timeline of these objectives will be dependent on the completion of the resource mapping timeline (see Goal 5).

### Objective 7C: Identify available (and sustainable) funding streams to support mentor programs

#### Action steps:

OSCA will facilitate communication around information sharing and potential funding opportunities with VTC coordinators, county fiscal managers, and mentors to create and maintain mentor programs. This will include looking at training needs, as well as budgets for full-time and part-time mentor coordinator positions. VTC coordinators and mentor coordinators (where one is in place) will identify and establish relationships with existing non-profit organizations that receive and hold dedicated funds for mentor programs (i.e., donations). This can be an opportunity to leverage current resources until other funding can be secured to sustain a program fully. OSCA will work with OHA to find ways for long term funding solutions for mentors, such as grant proposals including line items for mentors. These action steps are anticipated to begin in 2025.

### Objective 7D: Create a statewide paid position to ensure sustainability and prioritization of mentorship program

#### Action steps:

OSCA government relations, legislative teams, and champions in the state legislature who are already advocating for VTCs will identify examples of a similar paid position in other states, which will assist in the development of a job description. The next step will be to determine where the position would be housed/employed, including considerations for funding/ability to raise funds, which could include Oregon Association of Drug Court Professionals (OADCP) or other nonprofits supporting veterans. Lastly, the OSCA government relations team and champions in the state legislature who are already advocating for VTCs will develop a Statewide Veterans Mentor Coordinator via legislative act (including necessary funding). The timeline of this objective will be agency dependent and determined by the legislative timeline (by next long session) but anticipated to begin in 2025.

## Section 5

# Conclusion

Oregon is well positioned to address each of the goals in this report and emerge as a leader in the enhancement of veterans treatment courts. The OSCA and the strategic planning committee will use the goals in this strategic plan to address the needs of veterans treatment dockets, monitor their progress, and include additional stakeholders as needed. The strategic planning committee will evaluate their success on a continuing basis with an eye towards accomplishing all planned activities in three years. This statewide strategic plan for veterans treatment courts places Oregon in a strong position to enhance this unique and effective problem-solving court model.

## Appendix A: Strategic Planning Committee<sup>7</sup>

- Jesse Barton, Oregon State Bar, Military and Veterans Law Section
- Deputy Steven Burgard, Washington County Sheriff's Office
- Matthew K. Byrge, VJO, Portland
- Amanda Claycomb, Data Analyst, OJD
- Tilli Conner, Probation Officer, Klamath County
- Laura Cooper, Program Director, Emergence, Lane County
- Lisa Daley, VTC Coordinator, Lane County
- Kim Davis, Public Defender, Marion County
- Dominic Del Bosque, Probation, Washington County
- Jason Dougherty, Mentor Coordinator and VTC Graduate, Lane County
- Julie East, VTC Coordinator, Washington County
- Sadie Farmer, Veterans Service Officer, Lane County
- David Factor, Criminal Programs Manager, Civil and Criminal Programs, OJD
- Brooklyn S. Gartman, VJO, White City
- John Gerhard, Senior Deputy District Attorney, Washington County District Attorney's Office
- Deputy Chris Gilderson, Washington County Sheriff's Office
- Michael Hajarizadeh, Public Defender, Lane County
- Danielle Hanson, Statewide Specialty Court Coordinator, Oregon Judicial Department (OJD)
- Julianne Heuer, VTC Coordinator, Columbia County
- Tiffany Humphrey, Public Defender, Marion County
- Colette Klein, Veterans Service Officer, Washington County
- Peggy Kuhn, VJO, Columbia, Marion, and Washington Counties
- Senator James I. Manning Jr., District 7, Oregon State Legislature
- Rachael Mark, Specialty Court Analyst, OJD
- Paula Matano, Pretrial Program Analyst, OJD
- Amy Miller, Assistant Deputy State Court Administrator, Court Programs and Innovation, OJD
- Melissa Miller, VTC Coordinator, Marion County
- Nancy Pine, VTC Mentor Coordinator, Marion County
- Hon. Clara Rigmaiden, VTC Judge, Lane County
- Jason Ring, Washington County District Attorney's Office
- Hon. Ilisa Rooke-Ley, VTC Judge (former), Lane County
- Steve Tilson, VTC Coordinator, Klamath County
- Chief Jason Van Meter, Black Butte Ranch Police Department
- Joseph Vigil, SCMS Analyst, OJD
- Nathan Walker, Veterans Service Office, Lane County
- Dana Walton-Macaulay, Civil and Criminal Programs Director, OJD
- Emily Watson, Veterans Behavioral Health Liaison, Oregon Health Authority, Veterans and Military Behavioral Health
- Hon. Daniel Wren, VTC Judge, Marion County, OJD

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<sup>7</sup> The individuals listed above participated throughout the strategic planning process in different capacities, including sharing information during interviews, court observation and onsite strategic planning.

Goal 1: Improve and enhance access to VTCs

Objective 1A	Action Steps	Person Responsible	Timeline	Performance Measure
<p>Create paid position (VTC Analyst) to ensure sustainability and prioritization of VTC programs across the state</p>	<p>Identify examples of this position in other states</p> <p>Develop job description</p> <p>Determine duration and deliverables of position (considerations for funding/contractual)</p> <p>Explore long term sustainability funding options</p>	<p>OSCA staff</p>	<p>August 2023</p> <p>September 2023</p> <p>April 2024</p>	<p>OSCA specialty court team member onboarded and working on VTC Improvement, enhancement, and expansion</p>
Objective 1B	Action Steps	Person Responsible	Timeline	Performance Measure
<p>Determine the continuum of services needed to ensure equity and increase engagement of more diverse VTC participants.</p>	<p>Review resource map of existing services (created in Goal 6) to identify gaps in services that if addressed could improve equity</p> <p>Build partnerships to fill gaps</p> <p>Develop strategies to increased participation and engagement</p>	<p>OSCA staff with local coordinator support and collaboration with OHA &amp; VA as needed</p>	<p>TBD, should be after resource mapping</p>	<p>Specific services that need to be more equitable identified</p> <p>Partnerships established for expansion of services</p>
Objective 1C:	Action Steps	Person Responsible	Timeline	Performance Measures

<p>Offer multiple VTC tracks</p>	<p>Identify practices of existing multi-track VTCs in other states</p> <p>Create criteria and eligibility for the following VTC tracks using AU tools to screen (from goal 3):</p> <ul style="list-style-type: none"> <li>● HR/HN</li> <li>● HR/LN</li> <li>● LR/HN</li> <li>● LR/LN</li> </ul> <p>Create track-specific handbooks differentiating program requirements</p>	<p>OSCA staff with consult with Columbia County and other VTC's</p> <p>OSCA staff create guide and local courts implement for their programs</p>	<p>Start end of 2023 / Early 2024</p>	<p>Different risk/need tracks established</p> <p>Increase in VTC participants in different quadrants</p> <p>Policies and procedures finalized and distributed</p>
<p>Objective 1D:</p>	<p>Action Steps</p>	<p>Person Responsible</p>	<p>Timeline</p>	<p>Performance Measures</p>
<p>Determine teleservices accessibility and use for VTCs and participants</p>	<p>Send online survey to VTCs to find out what technology exists to support teleservices</p> <p>Survey VTC participants to gauge their access to technology and interest in use of teleservices</p> <p>Educate VTCs on "reconnect app", which participants can use to stay connected</p> <p>Identify funding opportunities that can support technology solutions for clients</p>	<p>OSCA, Coordinators</p> <p>VTC coordinators</p> <p>OSCA/VTC steering committee</p> <p>OSCA</p>	<p>Early to mid-2024</p> <p>Ongoing</p>	<p>Completed surveys from all 5 VTCs for review</p> <p>Participant surveys completed for 25% of VTC participants</p> <p>All VTC judges, coordinators, and team members trained on Reconnect</p> <p>Funding secured for providing technology</p>

Objective 1E:	Action Steps	Person Responsible	Timeline	Performance Measures
<p>Standardize protocols for use of teleservices in VTCs (may vary across the state depending on technology and bandwidth variants)</p>	<p>Create a template for all potential ways to use teleservices in VTCs (including step by step how to use for participants and when it is allowed/incentive, etc)</p> <p>Once the statewide template is created, VTC judges and coordinators at the local level will work with their team to update to make applicable for their county based on technology, resources and populations (noting a difference between HR and LR differentiating program requirements)</p>	<p>OSCA / VTC LD staff</p> <p>VTC steering committee/local VTC coordinators/Court Tech/Center staff</p> <p>Local VTC teams</p>	<p>End of 2024</p>	<p>Template created for individualizing at the local level</p>
Objective 1F:	Action Steps	Person Responsible	Timeline	Performance Measures
<p>Expand reach of VTCs through Hub and Spoke Model</p>	<p>Identify counties that will serve as hubs, and counties or regions that will serve as spokes</p> <p>Secure county stakeholder buy-in (i.e., DA, defense, judges, parole, probation) and coordinate treatment, supervision and</p>	<p>OSCA staff</p> <p>OSCA and local champions</p>	<p>First model to pilot in 2025</p>	<p>First hub and spoke model has begun planning, pilot and implementation</p> <p>Written protocols established for coordination of all VTC oversight</p>



	<p>mentors between hub and spoke counties</p> <p>Review resource map (Goal 6) to ensure access to services exist in each county / region</p> <p>Identify and address any issues related to administrative functions or compensation considerations related to staff in spoke counties who would be involved in supervision</p> <p>Determine frequency of in-person and remote contact between court and participant and location of appearances</p> <p>Proposal legislative and rule changes as needed</p> <p>Implement legislative and/or rule changes</p>			
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Goal 2: Expand eligibility, identification and referral options to VTCs				
Objective 2A:	Action Steps	Person Responsible	Timeline	Performance Measures

Examine eligibility criteria	<p>Define the term veteran and what charges are allowed in VTCs</p> <p>Engage in listening sessions, where needed (i.e., addressing IPV/DV concerns from DA's office)</p> <p>Participate in AU pilot after attending information session</p> <p>Educate VTC staff on Strength at Home to address barriers to implementation</p>	<p>VTC steering committee</p> <p>OSCA</p> <p>American University/Center staff/General Counsel/Local courts</p> <p>Center staff/Casey Taft</p>	<p>September 2023</p> <p>Ongoing</p> <p>Late 2023</p> <p>2024</p>	<p>Written language defining the term veteran and legal eligibility</p> <p>Local VTCs will implement the AU tool</p> <p>Number of programs utilizing Strength at Home</p>
Objective 2B:	Action Steps	Person Responsible	Timeline	Performance Measures
PR campaign to increase awareness of VTCs	<p>Provide brochures/info at ARR and ensure correct points of contact</p> <p>Presentations for local groups and state</p> <p>Include graduates to speak about the program</p> <p>Educate law enforcement about the</p>	<p>VTC limited duration (LD) position coordinate with OSCA communications team and local VTC coordinators</p> <p>OSCA/local VTCs</p> <p>VTC coordinators/mentors</p> <p>Chief Jason Van Meter (and/or other law</p>	<p>September 2024</p> <p>Early 2024/ongoing</p> <p>Ongoing</p> <p>Start the end of 2023 and then ongoing</p>	<p>Communication toolkit (e.g., brochures, PowerPoint, flyers, etc.) will be finalized and distributed</p> <p>Two presentations scheduled for 2024</p> <p>Roster of VTC graduates willing to speak</p>

	<p>programs and identify peer learning/teaching opportunities.</p> <p>Invite LE to see program/graduation (YouTube link when available)</p> <p>Provide information about VTCs at the LE offices through resource cards or QR codes</p> <p>Leverage jail staff to increase information gathering/referrals</p>	<p>enforcement representatives)</p> <p>VTC coordinators</p> <p>VTC steering committee/VTC coordinators</p> <p>Washington County</p>	<p>Ongoing</p> <p>January 2024</p> <p>Early 2025</p>	
Objective 2C:	Action Steps	Person Responsible	Timeline	Performance Measures
Broaden use of VRSS to ID eligible veterans	<p>Propose legislation at state level to mandate across all jurisdictions (every sheriff's dept)</p> <p>Educate sheriff's office</p>	OSCA to connect with legislative champions & Sam Dupree	Next legislative session (2024 short or 2025 long)	Increased veteran referrals through use of VRSS

Goal 3: Ensure that judges, district attorneys, and defense attorneys understand the provisions of ORS 135.985 as well as the legal incentives for program participation.

Objective 3A:	Action Steps	Person Responsible	Timeline	Performance Measures
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Judges inform each defendant of their rights at arraignment (ORS 135.985)	<p>Draft written copy of information for defendant</p> <p>Provide written information to defendants</p> <p>Provide scripts to each judge at judicial conferences</p>	<p>VTC steering committee</p> <p>Judges</p> <p>OSCA / Sam Dupree</p>	Early to mid 2024	<p>Written copy drafted</p> <p>Percent of courts giving written copy to defendant</p> <p>Number of judges given script</p>
Objective 3B:	Action Steps	Person Responsible	Timeline	Performance Measures
Train judges, prosecutors, and defense attorneys on ORS 135.985(4) (i.e., being a service member cannot be used against the individual), and how it can be inadvertently violated (i.e., enhancing a probation sentence with VTC with no legal benefit)	<p>Create training curriculum for prosecutors, defense, and judges on how military service can be used as an aggravating factor</p> <p>Identify how/when this training will be provided</p>	TBD Training committee (see goal 1 objective 1A)	At statewide vet-specific conference (i.e., late 2024)	<p>SME defined and curriculum created</p> <p>Training implemented</p>
Objective 3C:	Action Steps	Person Responsible	Timeline	Performance Measures
Reduce barriers for use of legal incentives for successful participants	<p>Identify current barriers to asides, dismissals, or expungements</p> <p>Explore potential legislation for what can be provided to a successful VTC participant (set aside language)</p>	<p>OSCA</p> <p>Sam Dupree (General Counsel)</p>	2024 to start and TBD after	<p>Legislative solutions to address current barriers identified</p> <p>Annual review of data to determine an increase in conditional discharges/dismissals</p>

	Expand use of conditional discharges or dismissal			
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### Goal 4: Develop and maintain quality data collection standards

Objective 4A:	Action Steps	Persons Responsible	Timeline	Performance Measures
Identify and collect uniform data entry metrics	<p>Improve template for VTC data collection including employment, disability, housing, military service and race/ethnicity</p> <p>Provide training on language for collection of demographic information</p>	OSCA / SCMS Analyst	<p>Template June 2024</p> <p>Training at Coordinator Summit &amp; Vet-specific training by September 2024</p>	<p>Upgraded intake form finalized</p> <p>All VTCs trained on language and data entry protocols</p>
Objective 4B:	Action Steps	Persons Responsible	Timeline	Performance Measures
Formalize data entry standards	<p>Create data dictionary and protocol</p> <p>Create YouTube videos on data training</p>	OSCA / SCMS analyst	<p>Data dictionary by June 2024</p> <p>YouTube/tutorial videos to align with CaseWorX rollout.</p>	<p>Published dictionary on SharePoint</p> <p>Videos created on SharePoint</p> <p>Within 180 days of implementation 50% of VTCs adopt the data standards and are collecting the data</p>
Objective 4C:	Action Steps	Persons Responsible	Timeline	Performance Measures

<p>Use data at the local level for CQI purposes</p>	<p>Create veteran specific dashboard</p> <p>Create schedule for regular data quality monitoring &amp; provide local support as needed</p> <p>Explore working with CJC to collect county specific demographic info for arrestee population. Measure the VTC participant population (referral, admission, and graduation) against arrest population on a county level and against the county level veteran demographics</p>	<p>SCMS analyst/Data Analyst</p> <p>VTC coordinators</p> <p>OSCA</p>	<p>Dashboards June 2024</p> <p>Begin quarterly reviews 2025</p> <p>Begin 2026 - dependent on securing additional funding</p>	<p>dashboard created</p> <p>Quarterly reviews of data occurring</p> <p>Secure BJA grant to further evaluation / equity of access to VTC programs</p>
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Goal 5: Conduct resource mapping to create a repository of veteran resources and formal partnerships with agencies				
Objective 5A:	Action Steps	Person Responsible	Timeline	Performance Measures
Resource mapping	<p>Identify roles needed at meeting (stakeholders; local steering/advisory committees, for those that have them?)</p> <p>Identify facilitator and location (and date!)</p> <p>Map resources—identify gaps in current</p>	<p>Statewide Coordinator</p> <p>GOBHI/PRA/CJI?</p>	<p>November 2023</p> <p>December 2023 facilitator identified location and date for 2024</p>	<p>Stakeholder/attendee list developed</p> <p>Facilitators booked/confirmed</p> <p>Activity conducted</p>

	<p>resources available (both locally and those available statewide that can be accessed by counties); will include general resources available to veterans, as well as veteran <i>specific</i> resources</p> <p>Submit gaps/maps to OSCA to create statewide map</p> <p>Identify living platform that can house the information gathered in the resource mapping</p>	<p>OSCA</p> <p>OSCA</p>	<p>January 2024-March 2024</p> <p>April 2024</p> <p>2025</p>	<p>Statewide map developed</p> <p>Resource map/compendium goes live</p>
Objective 5B:	Action Steps	Person Responsible	Timeline	Performance Measures
Assess present and future programmatic needs to identify gaps in services that can be supported	<p>Survey VTCs and services/offices at the county level, VA, ODVA</p> <p>Align with existing organizations doing the work that's been identified</p> <p>Determine cost associated with making services more equitable and with filling gaps in service continuum</p> <p>Secure funding to assist partner agencies</p>	<p>VTCs with assistance from OSCA team</p> <p>VTC teams, partner agencies</p> <p>OSCA, VTC teams, partner agencies</p>	<p>Around same time as/before resource mapping</p> <p>After resource mapping</p>	<p>Needs report</p> <p>Grants identified/applications submitted</p>
Objective 5C:	Action Steps	Person Responsible	Timeline	Performance Measures

<p>Establish formal and informal partnerships within the community to the VTCs</p>	<p>Develop self-assessment or tool for community partners to capture relevant program information (i.e., insurance accepted, level of care provided, equity, cultural competency, language access, etc.)</p>	<p>OSCA/VTC teams/Center staff</p>	<p>2025-2026</p>	<p>Self-assessment created</p>
	<p>Develop criteria used to gauge quality/vet the potential partner agencies</p>	<p>OSCA/VTC teams</p>	<p>After resource mapping</p>	<p>Scoring/quality matrix developed</p>
	<p>Outreach to potential partner agencies identified through resource mapping</p>	<p>VTC Coordinators/potential community liaison position</p>		<p>Receiving 50% of self assessments within 3 months of sending them to partners</p>
	<p>Request that agencies/service providers complete the self-assessment</p>	<p>VTC Coordinators</p>		
	<p>Develop partnership agreements and MOUs for agencies/service providers</p>	<p>OSCA/VTC Coordinators</p>		
	<p>Maintaining and checking in with partners (i.e., through community stakeholder meetings)</p>	<p>VTC Coordinators</p>		
	<p>Explore a position (community liaison) to</p>	<p>OSCA</p>		



	carry this out			
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**Goal 6: Improve state and federal partnerships for the purpose of developing veteran specific training and facilitating peer-to-peer connections**

Objective 6A:	Action Steps	Persons Responsible	Timeline	Performance Measures
OSCA to host a statewide conference on military culture and justice involved veterans' issues (expanding outside of VTC specific teams/jurisdictions)	<p>Build training committee</p> <p>Request SME/committee from VTC strategic planning group (plus referrals for other SME)</p> <p>Convene group (once staff is hired) &amp; meet as needed</p> <p>Plan event to align with 2024 Coordinator Summit</p>	OSCA, Center staff	End of 2024	<p>VTC specific training committee formed</p> <p>Statewide conference held</p>
Objective 6B:	Action Steps	Persons Responsible	Timeline	Performance Measures

<p>Identify peer-to-peer connections for new and existing VTCs across the state</p>	<p>Identify peer review process to determine champions</p> <p>Create virtual meeting spaces and promote virtual training opportunities</p> <p>Generate an email listserv that is role specific</p> <p>Create a yearly/sustainability schedule</p>	<p>OSCA</p>	<p>July 2024</p>	<p>Peer review champions have been identified for every role</p> <p>Listserv will be operational</p>
<p>Objective 6C:</p>	<p>Action Steps</p>	<p>Persons Responsible</p>	<p>Timeline</p>	<p>Performance Measures</p>
<p>Establish model VTC courts (for those that volunteer to be observed)</p>	<p>Define what a model court means including written roles, responsibilities, and expectations</p> <p>Determine what incentives can be offered to model courts</p> <p>Budget funding needed for travel/reimbursements</p>	<p>OSCA/VTC steering committee</p>	<p>September 2024</p>	<p>Model VTC has been identified</p> <p>Roles and responsibilities document created</p> <p>Funding secured for travel/reimbursements to visit model courts</p>

Goal 7: Develop a statewide VTC mentor program

Objective 7A:	Action Steps	Person Responsible	Timeline	Performance Measures
Develop best practices for VTC mentor programs	<p>Examine existing resources/guides in the field (i.e., Michigan mentor program)</p> <p>Compile examples and begin to structure OR-specific best practices/guidelines for VTC mentor program</p> <p>Review with experienced mentors and other key stakeholders</p> <p>Disseminate to all VTCs</p>	<p>OSCA/Center staff (to connect with Michigan)</p> <p>OSCA/Center staff</p> <p>Experienced mentors, mentor coordinators (Jason), trained veteran peer support specialists, VTC steering committee</p> <p>OSCA</p>	2025-2026	Development of set of approved best practices
Objective 7B:	Action Steps	Person Responsible	Timeline	Performance Measures
Identify appropriate resources and training opportunities	<p>Collect information on organizations that regularly host trainings (i.e., Justice 4 Vets)</p> <p>Collect resources/links to online platforms/other information that mentors can access outside of trainings</p> <p>Organize information</p>	OSCA, OHA, Veterans Program at OHA, Mentor Coordinator (Jason), VTC Coordinator (at least one), OSCA	Dependent on resource mapping timeline (should be included in resources identified)	Number of mentors trained as peer support specialists

	<p>on trainings and resources into the best practice guidelines/onboarding curriculum for new mentors</p> <p>Develop timelines for all current VTC mentors to attend trainings considered to be foundational or fundamental (for those that haven't)</p>			
Objective 7C:	Action Steps	Person Responsible	Timeline	Performance Measures
Identify available (and sustainable) funding streams to support mentor programs (i.e., training, FTE, etc.)	<p>Monitor potential funding opportunities</p> <p>Identify and establish relationship with non-profit organizations that receive and hold dedicated funds for mentor programs (i.e., donations)</p> <p>Educate VTCs of the option to write in OHA as a line item in budgets/grant proposals</p>	Court coordinators, county fiscal managers, mentors, OSCA (for information sharing, communication of funding opportunities)	Ongoing	Amount of funding secured
Objective 7D:	Action Steps	Person Responsible	Timeline	Performance Measures

<p>Create statewide paid position to ensure sustainability and prioritization of mentorship program</p>	<p>Identify examples of this position in other states</p> <p>Develop job description</p> <p>Determine where the position would be housed/employed (considerations for funding/ability to raise funds)</p> <ul style="list-style-type: none"> <li>- OADCP or other nonprofit supporting veterans</li> </ul> <p>Develop a Statewide Veterans Mentor Coordinator via legislative act (including necessary funding)</p>	<p>OSCA government relations team, champion in the state legislature</p>	<p>Agency dependent/legislative timeline (by next long session) 2025 to begin</p>	<p>Having an established position</p>
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