

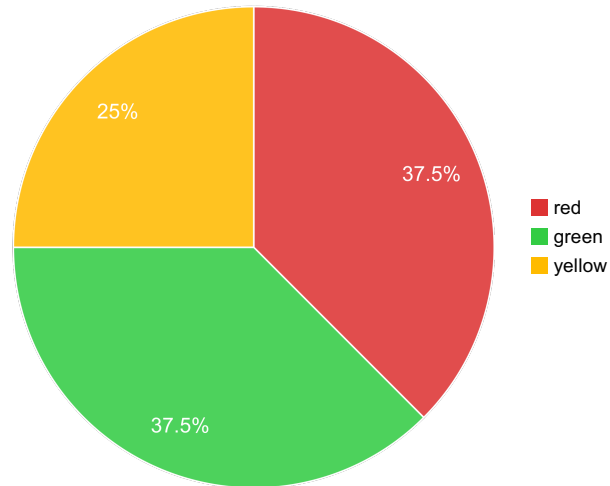
# Judicial Department

Annual Performance Progress Report

Reporting Year 2024

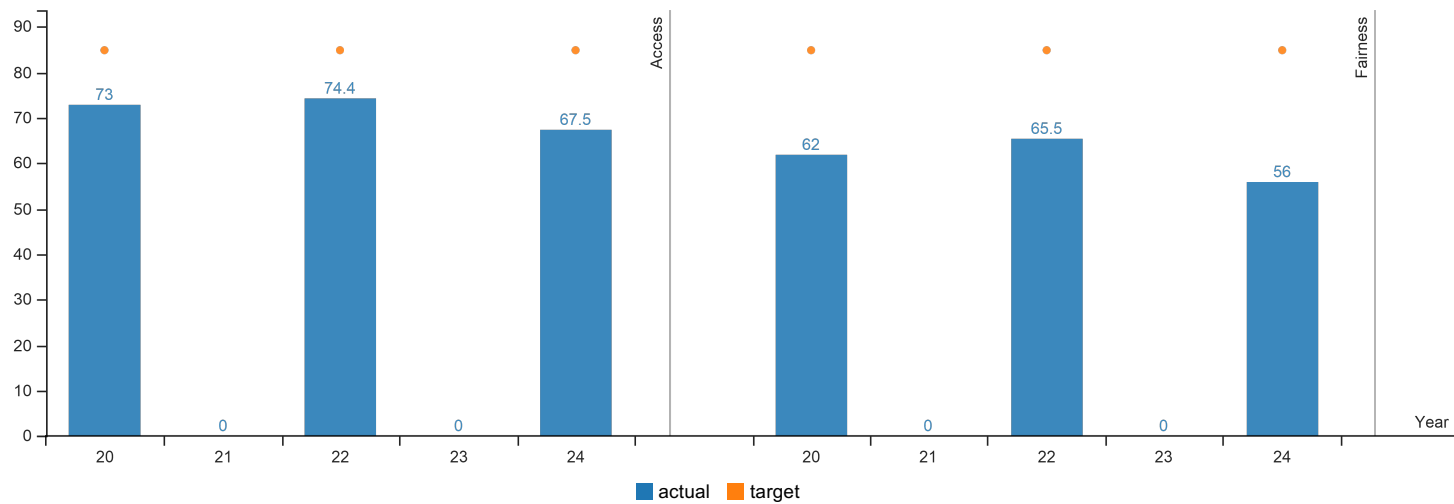
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KPM #	Approved Key Performance Measures (KPMs)
1	Access and Fairness - Rating of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, respect.
2	Clearance Rates - Clearance rates measure whether the 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 Reinvolverment - 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.

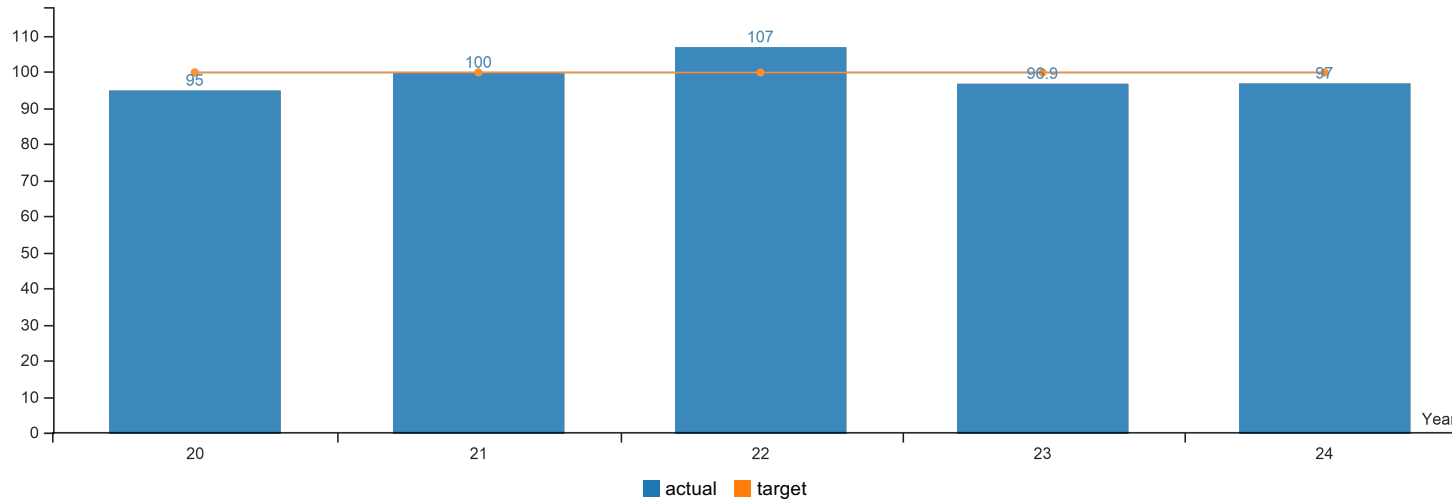
This success in reaching a broader cross-section of court users, however, is one reason that Access and Fairness Index Scores for 2024 are lower than for prior years, as professional court users,

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 KPM #2 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%

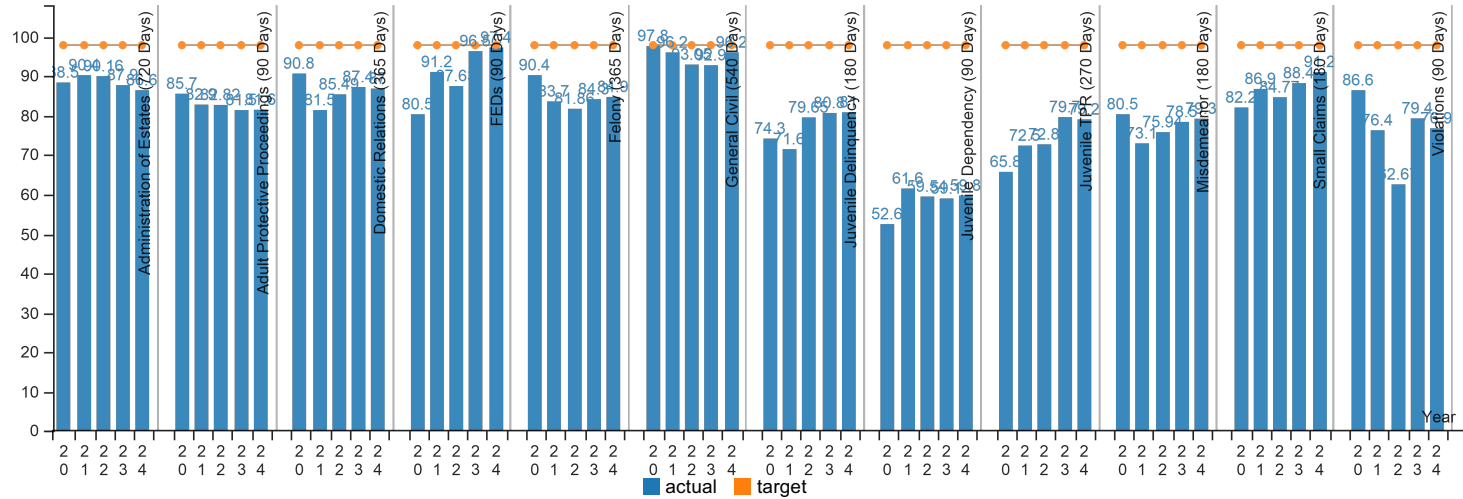
**How Are We Doing**

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

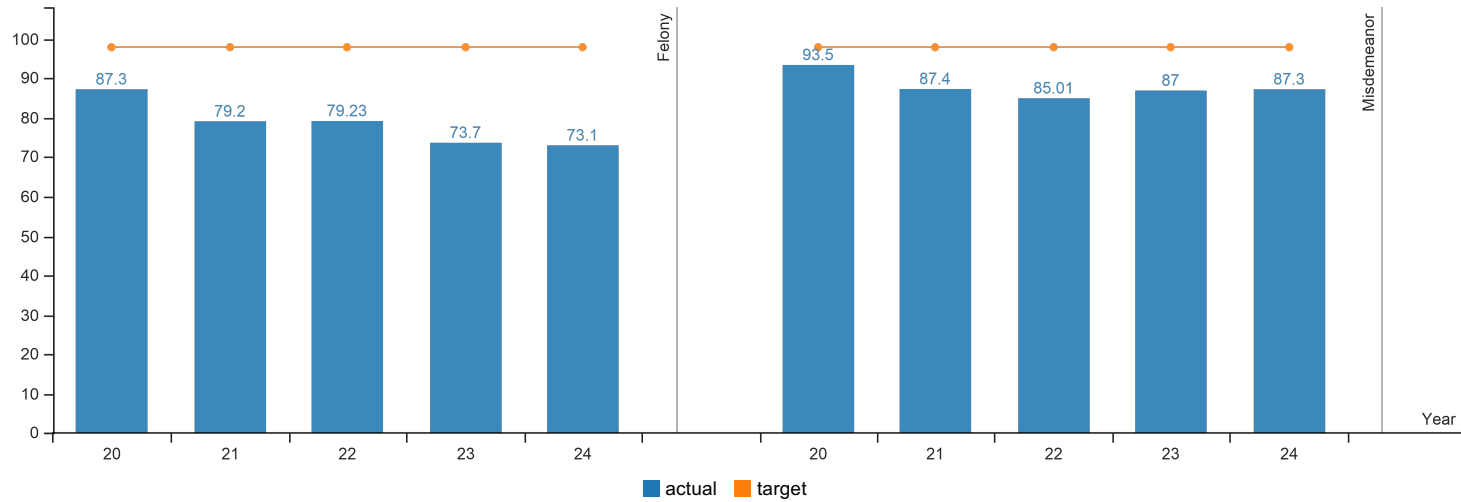
In 2024, improvements were made in civil, FED, misdemeanor, and small claims.

#### 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**

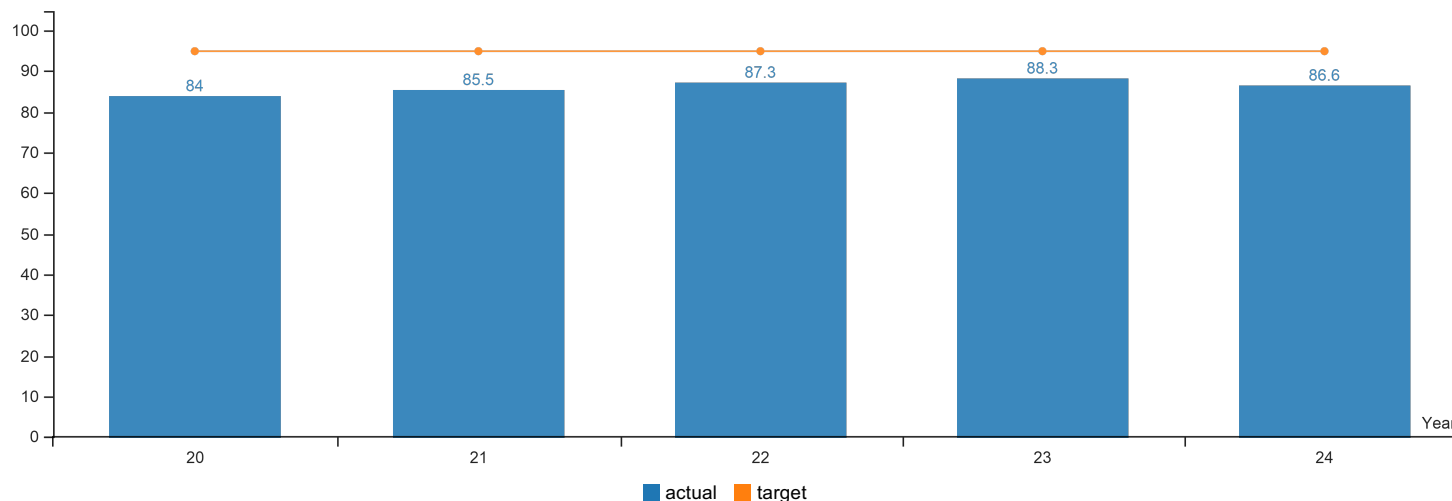
In 2024, 73.1% of felony judgments were entered within three business days of the sentencing hearing or disposition and 87.3% of misdemeanor judgments were entered within three business days of the sentencing hearing or disposition. These percentages remain relatively unchanged from last year.

**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

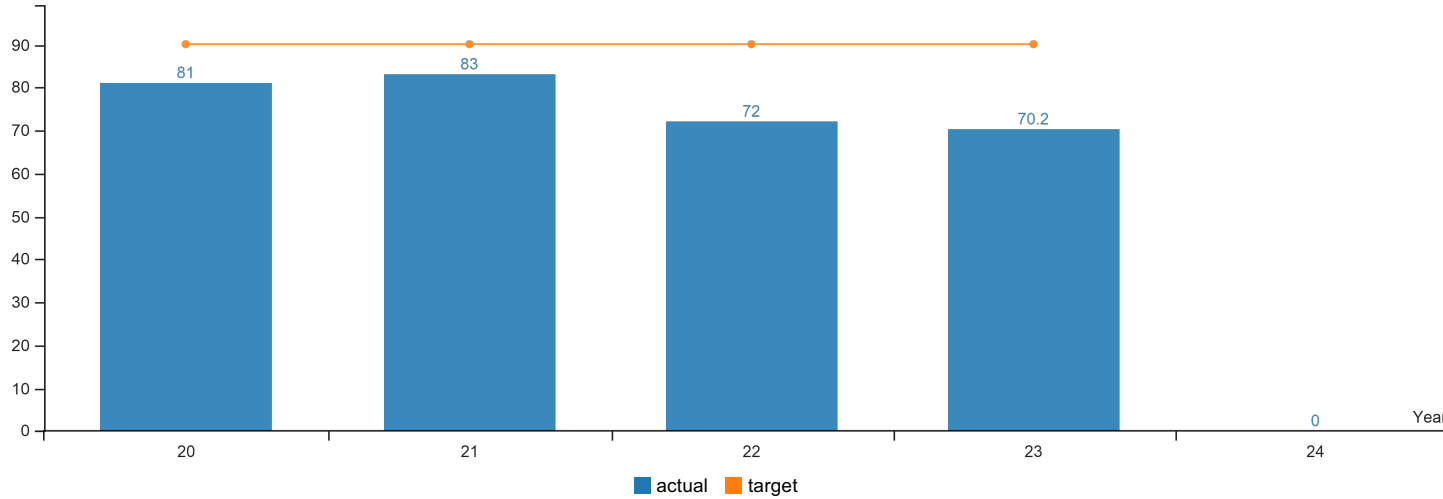
In 2024, there was a decrease in cases that had a first permanency hearing within 14 months.

#### 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%	

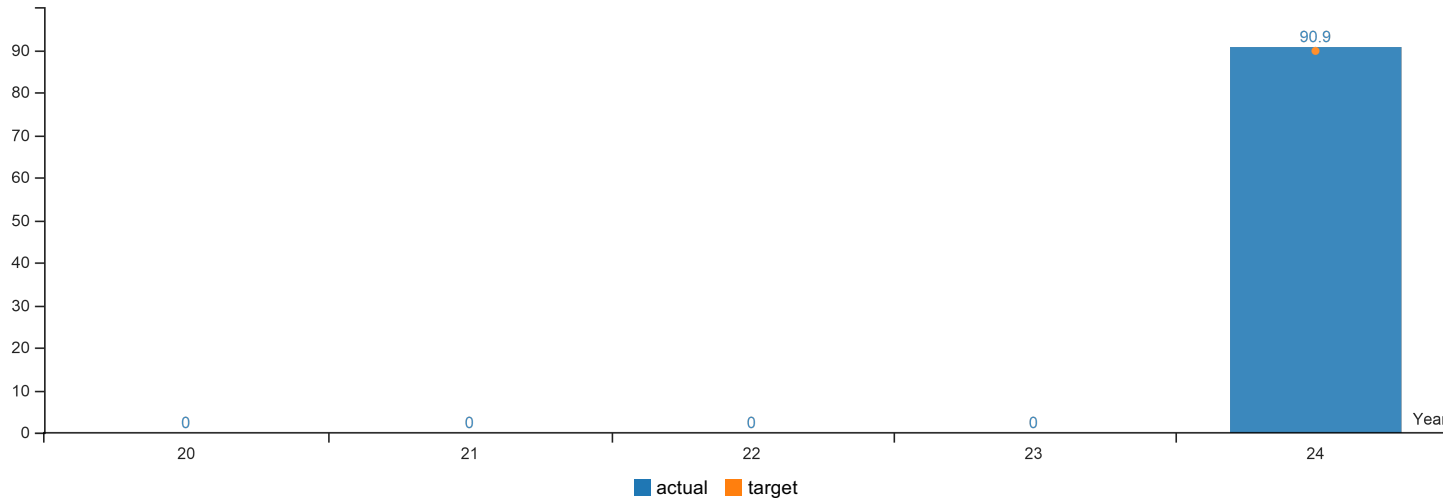
**How Are We Doing**

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.

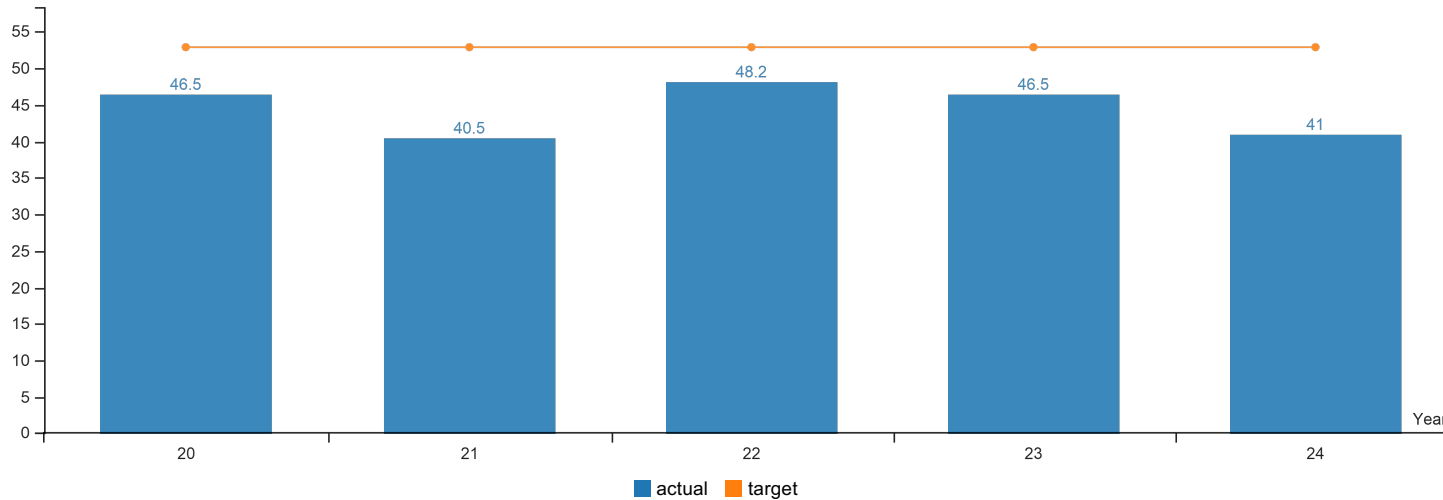
To sustain this success, OJD’s treatment courts need continued support at both the statewide and local circuit court levels. Local circuit courts need continued funding, resources, and staffing to operate treatment court programs, work towards best practice improvements, and track program data. Community 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.

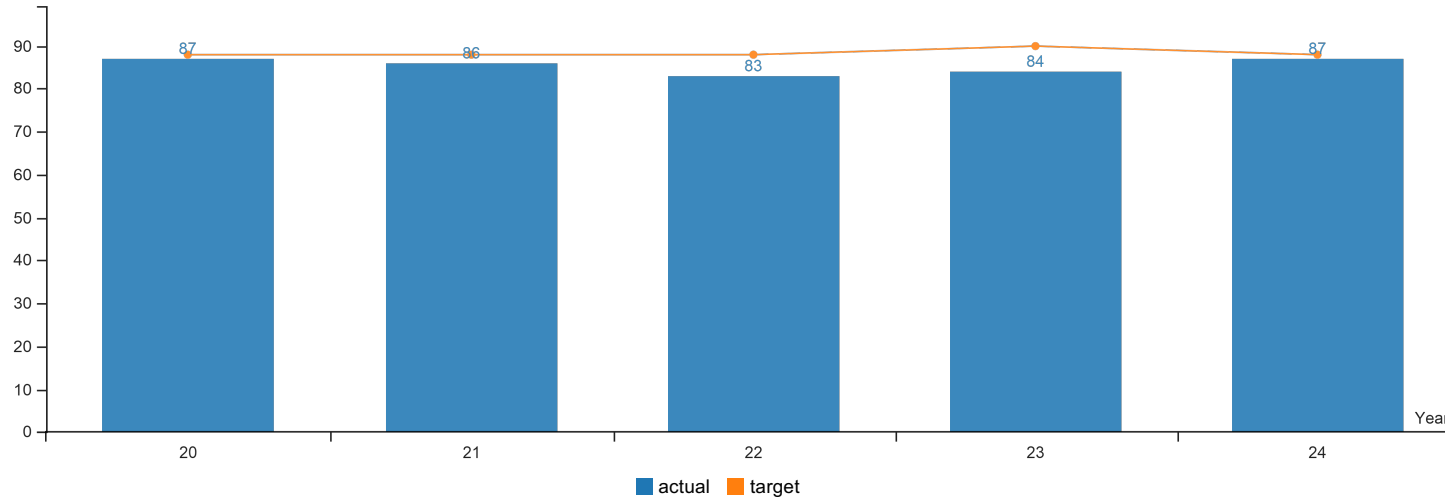
#### Factors Affecting Results

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%	90%	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.