

2024|Oregon Public Defense Commission



**Oregon
Public
Defense
Commission**

**OPDC Financial and
Case Management System
Business Case Version 6.0**

Signatures

The signatures in this section attest to a review and approval of the business case as proposed.

Agency Will Complete and Sign Below

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Document Purpose

This document describes the overall system needs and modernization efforts required to ensure that the Oregon Public Defense Commission (OPDC) can effectively address the current public defense crisis in Oregon and how a Financial and Case management System (FCMS) will afford those efforts to be achieved.

Revision History

Revision	Date	Author	Comments
Original	6/4/2020	B. Meyer; K. Styles	Original draft.
0.1	7/6/2020	B. Meyer; K. Styles; OJD	Refinement; edits.
0.2	7/22/2020	B. Baehr; C. Fowler	Initial edited version.
0.3	7/23/2020	Team Review	Edits and additions.
0.4	7/27/2020	Team Final Review	Review; edit.
1.0	7/27/2020	Team approval.	Final document.
1.1	8/17/2020	Governance and Steering Committees	Edits and additions.
2.0	8/31/2020	Governance and Steering approval	Final document
2.1	5/31/2022	B. Meyer; K. Styles	Document Refresh
2.2	8/11/2022	Peer Review	Edits; Comments
3.0	8/15/2022	Governance, IT Committee and Steering Committee Approval	Final Document
4.0	4/11/2024	M. Knoblock	Edits/Refresh
4.1	4/11/2024	Governance and Sponsor Approval	Signatures
5.0	4/16/2024	M. Knoblock	Case Management Edits
6.0	6/18/2024	Lucy Edwards	Edits/ Rewrite

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Executive Summary

Over the last several decades Oregon public defense has faced numerous variables which have greatly impacted the effectiveness of counsel for underserved populations. Several reports have been completed and have provided valuable recommendations. In addition to the actions recommended by these reports, the Oregon Legislature has directed the Oregon Public Defense Commission (OPDC) to organizationally respond to the effectiveness of counsel in Oregon.

House Bill (HB) 2003 (2021) increased Commission membership from seven (7) to nine (9) members. HB 5030 (2021) directed the agency to establish a Compliance, Audit, and Performance (CAP) division. HB 5202 (2022) directed the OPDC to re-initiate the planning phases of the Financial/Case Management System (FCMS) information technology project.

OPDC is focused on ensuring all eligible Oregonians have proper access to effective counsel. The implementation of a Financial and Case Management System (FCMS) is a vital step in achieving this goal. This business case will outline the reasoning for the new system initiative. This document will relay the current technical structure that OPDC utilizes and the inadequacies of that system. In addition, how those inadequacies limit the caliber and efficiency of Public Defense in Oregon.

Outlined below are comparisons of the service plans OPDC is considering for a system implementation effort. This includes the costs, risks, and benefits of each plan. Any new system implementation carries with it operational risk. This business case addresses risk management, change management, and overall benefits of the modernization effort.

1.0 Purpose and Background

1.1 Project Purpose

The purpose of this project is to replace OPDC’s end of life, in-house built database structure with a cloud hosted Commercial-of-the-shelf (COTS) financial and case management system. Oregon public defense has been lacking a solution that not only provides timely payments to the contract and provider community, but a capability to capture comprehensive data on public defense.

With the implementation of the FCMS, OPDC will meet Oregon public defense needs with the following system capabilities (*see section 3 Assumptions for a full list of assumed functionalities*):

Financial Management
<ul style="list-style-type: none">• Attorney/Provider reimbursement claims
<ul style="list-style-type: none">• Payment schedule
<ul style="list-style-type: none">• Audit functions
<ul style="list-style-type: none">• Payment tracking
<ul style="list-style-type: none">• Paperless system
Case Management – Trial Practice (internal / external providers)
<ul style="list-style-type: none">• Comprehensive Data Collection• Legal work performed outside of contract• Case milestones (pretrial information, conditions of release, investigation practices, expert consultation, motions filed, and plea offers)• Basic event data• Case information (basic client demographics, initial charge(s), pretrial release/detention decisions, motions filed, expert consults, pleas offered, disposition, and sentencing)<ul style="list-style-type: none">○ Attorney qualifications○ Attorney caseload○ Attorney contract oversight• Log communications including SMS and email• Calendaring• Conflict checks that catches different spellings• Redacting• Store digital evidence including video, jpeg, and audio files• Store multiple addresses and phone numbers for a client• Reflect whether a client is in jail, out of custody, at the OSH, or in Prison• Communicate with ecourt to populate basic case info• Notes functionality

<ul style="list-style-type: none"> • Document generation for a case (standard templates for documents they file and letters for phases of the case) • Document Management and Automation
Case Management – Appellate Division
<ul style="list-style-type: none"> • Document generation for a case (standard templates for documents they file and letters for phases of the case) • Case Details • Case Processing • Search for clients and case types • Document Management and Automation • Comprehensive Data Collection • Attorney Caseload • Attorney Oversight • Timekeeping • Conflict checking • Calendaring for tracking deadlines, appointments, and events • Rules-based calendaring (court rules imported to automatically calculate due dates) • Task management • Workflow processes • Track communication • Email management • Store digital evidence including video, jpeg, and audio files • Store multiple addresses, email addresses, and phone numbers for a client • Reflect whether a client is in jail, out of custody, at the Oregon State Hospital (OSH), or in prison • Communicate with ecourt to populate basic case information • Notes functionality • Ability to create documents with e-signing function • Contact tracking for contacts who are not clients • Automation with workflows, documents, forms
Reporting
<ul style="list-style-type: none"> • System predefined reports • System ad hoc reports • Direct database access via PowerBI (other) platforms for custom reporting
Time Tracking
<ul style="list-style-type: none"> • Attorney, Non-Attorney, Internal/External Providers Time Tracking ability by case or client

The system attributes above describe, at a high-level, the functionality that internal and external users can expect to see with the new system. Although this list is not exhaustive, it captures critical functions that will provide OPDC with modern operational capabilities. The FCMS will afford the agency with the ability to produce detailed and structured reports, as requested by the legislature, and recipients of public defense services. OPDC’s new public defense model requires transparency. This starts with modernizing operational technologies.

1.2 Background

OPDC is failing to achieve its mission of providing competent and timely public defense services. The system in which this failure is occurring lacks sufficient transparency, oversight, and accountability. Over the last five years OPDC has received several reviews of agency business practices, capabilities, and public defense performance. The Sixth Amendment Center (6AC) published their report (which primarily focused on governance, service delivery models, and internal practices) in 2019. The American Bar Association (ABA) published a report in 2022 describing the deficit of available public defenders, and the need for proper data management and analysis. The ABA pointed directly to the need for the agency to acquire a centralized data system, with the purpose of capturing basic, critical public defense information¹.

In June 2022, then Governor Kate Brown (Oregon) addressed her support of public defenders in Oregon, noting the work conducted by each lawyer and public safety stakeholder is critical to the success of Oregon’s public defense. Brown specifically stated her support regarding the need for change with the following statement:

“The current crisis in Oregon’s public defense system has many contributing causes and few immediate cures. To attract and retain lawyers to do this necessary work, caseloads must be reasonable, and salaries must be higher than they currently are. And the entire public defense system must be accountable for the public funds invested in it.”²

OPDC understands that this is a systemic issue. This issue is further exacerbated by inadequate technological solutions to process, analyze and report public defense outcomes. Without proper reporting capabilities, OPDC is left with little useful information to effectively support recipients of public defense and those who administer the work. Currently, all data acquired for analyses is provided through contractual requirements or data share agreements with partner agencies. These data sources are inconsistent and do not offer accurate or reliable data elements.

On June 1, 2022, during the Joint Emergency Board Subcommittee on General Government, the Co-Chair noted the need for multiple changes within OPDC. With many organizational changes from HB 5030 (2021), OPDC has implemented workgroups to better understand the requirements of HB 5030; as well as to align critical agency practices.

¹ The American Bar Association and Moss Adams. 2022. *The Oregon Project An Analysis of the Oregon Public Defense System and Attorney Workload Standards*. Pg. 5. Retrieved from: https://www.americanbar.org/content/dam/aba/administrative/legal_aid_indigent_defendants/lis-claid-or-proj-rept.pdf

² Governor Brown (Oregon). (2022, June 3). Response Letter to the Past Presidents of the Oregon Criminal Defense Lawyers Association

As part of this identification and internal analysis, OPDC continues to find among its top priorities the implementation of the FCMS project. The agency has developed critical data elements and system requirements to bring before public defense stakeholders.

As previously indicated, OPDC has many factors to consider in their efforts to select a solution. The agency is dedicated to moving forward and ensuring public defense is improved upon in Oregon. This will be accomplished through careful considerations of business transformations. OPDC intends to employ a system that will allow internal staff to monitor attorney caseloads more accurately. This will ensure compliance with national best practice standards.³ It will also enable the agency to provide detailed data and accurate reporting on defense services to stakeholders. Financial accountability will be facilitated through the ability to produce detailed financial reports, and to deliver payments to providers per the Oregon Accounting Manual.⁴ These changes will enable more expedient processing timelines.

The solution will sustain data collection for evaluation purposes, reporting, and contract agreements. With an integrated financial and case management system, OPDC will be able to provide the Oregon Legislature, Governor's office, and other stakeholders accurate data. This data will enable improved contract projections, and performance measures, which will facilitate Oregon's public defense best practices.

In addition to the integration needs, the solution will include technical and configuration training support services, and in-depth user training support services. The Request for Proposal (RFP) will become the basis for negotiations which lead to a vendor contract. The contract will provide for the services described in this business case. The objectives of the FCMS project are to: increase internal efficiencies, eliminate redundancies, reduce manual processes, and increase accurate data collection. This will be supported through integration capabilities, internal and external data exchange, and reports on caseloads and outcomes.

1.3 Current State

OPDC’s organizational structure has shifted with the requirements of HB 5030 (2021). Previously, OPDC administered contracts for public defense services (and payment and reimbursement of case support services (CSS)) through its Office of Public Defense Commission, Administrative Services Division (ASD). The Appellate Division (AD) provided all appellate level representation to those eligible to receive public defense services. Since the adoption of HB 5030 OPDC has re-established organizational divisions (**Appendix E, OPDC Organizational Chart**) which now include Executive, Appellate, Administrative Services Division (ASD), and Compliance, Audit and Performance (CAP).

³ New York Office of Indigent Legal Services. (2016). *A Determination of Caseload Standards pursuant to § IV of the Hurrel-Harring v. the State of New York*.

⁴ Department of Administrative Services. (2019). *Oregon Accounting Manual*. Chapter 15. Salem, Oregon. Retrieved from <https://www.oregon.gov/das/Financial/Acctng/Documents/15%20Accounting%20and%20Financial%20Reporting%20search.pdf>.

Historically the agency has utilized a series of in-house built Microsoft Access databases (DB) and Microsoft Excel spreadsheets to electronically manage business processes and store data. Configuration and maintenance of these tools (e.g., databases and spreadsheets) are managed ad hoc. The current informal change management process results in modifications to the databases, spreadsheets, and macros which is undesirable. The structure of the technical framework used by OPDC is reflected in Figure 1. The lack of integrated tools causes an inability for OPDC to monitor, or analyze contract data, or reimbursements in an efficient manner.

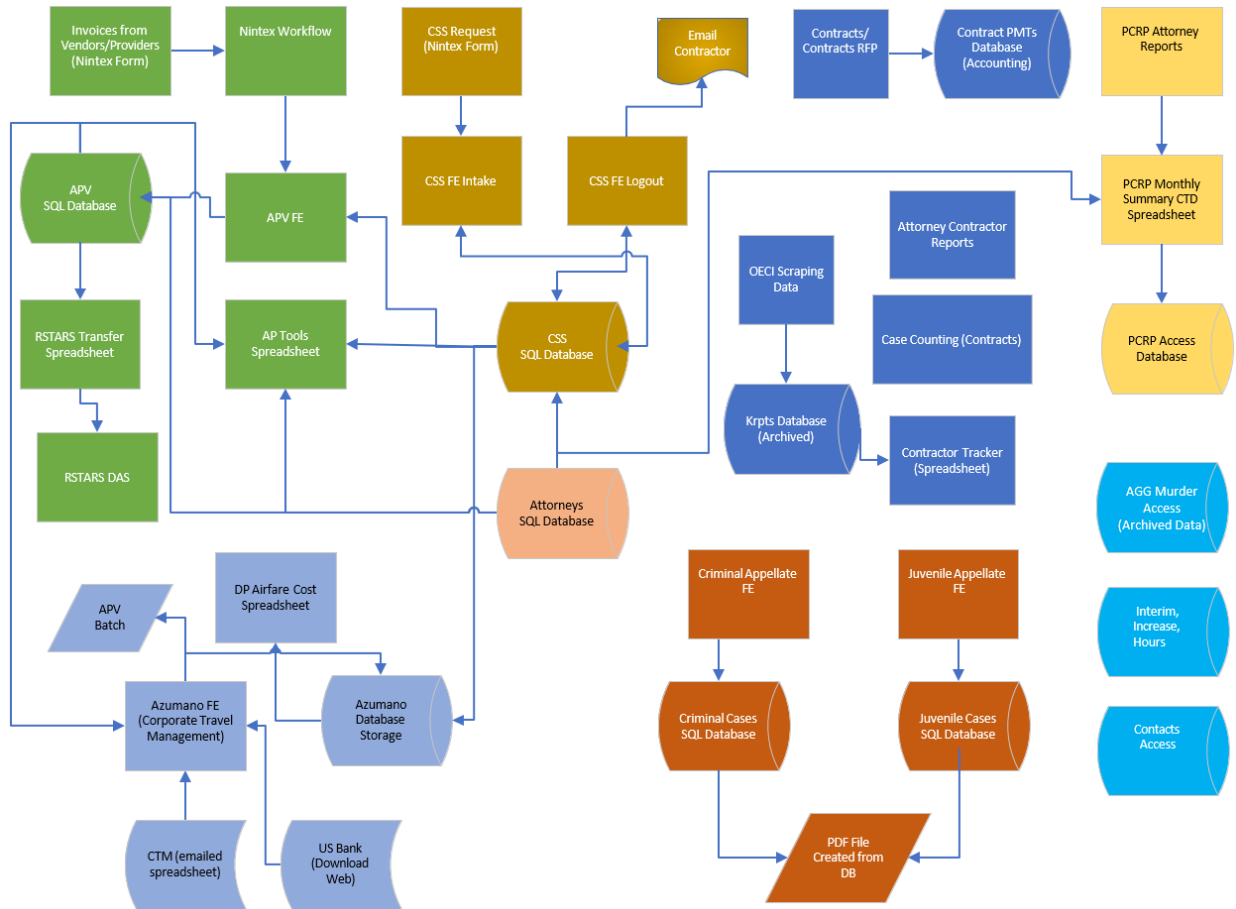


Figure 1. OPDC Current In-House Technical Framework

Issues with framework:

A “customized front-end” spreadsheet is created for each user specific to their job duties. Each spreadsheet contains worksheet functions and computations determined by a technician and is stored on an unsustainable platform.

There is limited integration across databases. The accounting and contract teams enter and access the same data in multiple tools, which often results in duplicate data entry. Separate records are maintained, or users are required to retrieve data from different databases. Providers submit data in inconsistent formats. This requires OPDC staff to use macros, or manual processes to “clean the data” so that it can be converted into columns and formats appropriate for consumption.

Primary issues include:

- No user/role-based security
- Database back-end configuration is accessible and can be manipulated by all authorized users.
- No capability to integrate online forms with internal database(s).
- Attorneys or clients submit client referral forms electronically and inconsistently (e.g., through the Web, email, fax), and the information must be manually entered in the current tools.
- All necessary documents related to a client record are stored in a separate location due to the incapability of an Access database to store documents. (This type of set-up requires inefficient use of staff time to find the information and exposes security risks to confidential data.)

Proper tools and functionalities are critical to the OPDC reorganization efforts listed in HB 5030. Several divisions within OPDC will continue to fall short without the modern capabilities of a financial and case management system. The CAP Division will be impacted the most by the new FCMS. This is because its major functions are to analyze compliance of trial level and juvenile (PCRP) contracts, research analytics of public defense outcomes, and conduct internal audits of agency operations and procured services⁵. These functions cannot be executed with current technology and will require a robust, secure, and highly functioning system to successfully produce the requirements noted above.

1.4 Executive Services Division

The Executive Division has primary responsibility for the agency's leadership and governance. It develops and implements the agency's vision and ensures compliance with ORS Chapter 151.

Pursuant to ORS 151.216, the Oregon Public Defense Commission (OPDC) has oversight of the agency and the state's public defense system. The Executive Division works closely with the Commission to develop the agency's vision, and to establish policy for the provision of public defense services. The OPDC meets approximately 10-12 times per year. The division works with the OPDC to plan these meetings.

HB 5030 (2021) organized the Executive Services Division into the following three sections:

(1) Administration; (2) General Counsel; and

(3) Communications and Legislation. Internally, the Executive Division oversees all other OPDC divisions, with each division having supervisors that report to either the executive director or deputy director. It also manages the agency's legal compliance. Externally, it manages the agency's positions on legislation and policy development. It also manages communications to elected officials, governmental actors, public defense attorneys, the media, and other interested parties.

⁵ HB 5030. 2021. Compliance, Audit and Performance Division. Package 805 and 807. Retrieved from: <https://olis.oregonlegislature.gov/liz/2021R1/Downloads/CommitteeMeetingDocument/245175>

1.5 Appellate Division (AD)

The Appellate Division provides statutorily and constitutionally mandated legal representation to financially eligible persons, for a wide variety of case types, initiated throughout the state. The AD has two sections: Criminal Appellate Section (CAS) and Juvenile Appellate Section (JAS). The CAS provides appellate representation for criminal defendants in misdemeanor and felony appeals this includes capital cases, contempt cases, DNA-related appeals, appeals by crime victims, and appeals of decisions from the Board of Parole and Post-Prison Supervision. The JAS provides appellate representation to parents in juvenile dependency cases. This includes jurisdiction and permanency decisions and termination of parental rights.⁶ From 2010 to 2018, case referrals have increased by 133%. The AD's business process for case management uses Access databases to store manually entered data received from online referral forms.

Inefficiencies include duplication or omission of information, creation of paper files, and manual research in Oregon Judicial Department (OJD) systems (i.e., Oregon eCourt Case Information (OECI), Appellate Case Management System (ACMS)) or missed or inconsistent data.

1.6 Administrative Services Division (ASD)

The Administrative Services Division provides agency-wide administrative support and central services for the agency. The Administration Services Division sections are responsible for agency leadership and central agency administration ensuring compliance with ORS Chapter 151.

ORS 151.216 directs the agency "to maintain a public defense system that ensures the provision of public defense services consistent with the Oregon Constitution, United States Constitution, and Oregon and national standards of justice." Effective management of this program allows the agency's service delivery staff to focus on providing excellence in core business program delivery and customer assistance.

The newly established division is organized into the following sections based on service delivery:

- Administration
- Budget & Finance, Accounting & Accounts Payable
- Case Support Services
- Human Resources
- Procurement & Contract Services
- Facilities

- Information Services (known to the agency as Information Technology)
- Trial Services Division

1.7 Compliance, Audit and Performance (CAP) Division

The Compliance, Audit, and Performance Division has been established to help strengthen the agency's program management, performance, and oversight. The CAP Division bears primary responsibility for ensuring that the agency continuously meets its obligation to provide high-quality legal representation for those in Oregon entitled to court-appointed counsel. The CAP division accomplishes this by monitoring the delivery of public defense services, by providing guidance to the Commission and to the agency regarding policies and procedures that will promote high-quality representation.

The CAP Division's plan for improvement is staged in two phases. Phase I encompasses immediate agency needs and building the agency's internal monitoring and evaluation capacity, while developing the policies and procedures that serves as the base for the Adult and Juvenile Trial Divisions. Phase II encompasses the development of a plan to monitor and support providers of legal services. It is divided into two sub-phases, which reflect the agency's current limited information technology and data infrastructure, and the anticipated capabilities that will come with the implementation of a Financial Information Management System, which is anticipated to occur by 2025.

⁶ Office of Public Defense Services. (2019). *Agency Requested Budget 19-21*. Appellate Division

2.0 Diversity, Equity, and Inclusion

The Oregon Public Defense Commission values and honors diversity. Our agency Executive, Attorney, and FCMS project teams include people of color, women, older workers, and workers with disabilities. Moreover, we are committed to equality in the service of Justice. As stated by Amanda Scioscia, OPDC Senior Deputy Defender “My role here is the same as it has always been, which is to provide a zealous public defense to those who need it most.” Oregonian 6/23/24

According to a 2021 report released by the Oregon Criminal Justice Commission¹ Black men were indicted for Measure 11 offenses at four times the rate of their white counterparts. The report also found that Black men were more likely to go to jail for their offenses.

A 2023 study conducted at the University of Oregon School of Law² found that Hispanics are twice as likely to be sentenced to prison as white people, even when the severity of the crime and criminal background are similar. The study also found that Latinos who are perceived to be racially white are less likely to serve prison time.

These types of statistics do not only apply to the adult population. According to the Washington County Hispanic Advisory Board, Latinos are disproportionately represented in enforcement action and juvenile justice referrals.

The Attorneys employed by OPDC, as well as those who perform legal contract work, or who are members of criminal defense consortia, are the only hope for many who are arrested in this State. Without fair and adequate representation, equal justice cannot prevail.

While the FCMS team has no illusions that a simple information system can change systemic inequities, the data the system will collect is a good first step. FCMS project staff members are committed to looking at our reporting functionality not only from a technical and statistical vantage point, but also through a racial equity lens. When complete, system data should serve as a valuable tool for highly informed decision making within the legal and criminal justice communities.

In addition to advanced reporting techniques, the FCMS system will offer improved payment and assignment capabilities. Attorneys and providers will be paid more quickly and with greater accuracy. Attorney appointments (through OPDC) will occur sooner. Attorneys will have ready access to clients’ backgrounds, demographic data, and familial connections. All these facets combined will assist in a more equitable defense system within the State of Oregon. As William Ewart Gladstone famously stated, “Justice delayed is justice denied,” and OPDC has every intention of ensuring justice for our clients will no longer be delayed.

⁷ Kelly Officer, Siobhan McAlister, Katherine Tallan, co-authors, Oregon Criminal Justice Commission

⁸ Erik James Girvan, Professor of Law, University of Oregon.

3.0 Funding Source

The initial funds for the Financial Case Management System were approved by the Oregon Legislature in the 2023-2025 biennium. The General Funds expenditures are designated as Personal Services (\$1,502,706) and Services and Supplies (\$7,154,030). The project has been allotted six (6) Full Time Equivalent positions.

Statewide Query

2023-25 Biennium				Adds/Non-Adds:ALL		
Judicial Branch				40400-600-08-00-00000		
40400 Public Defense Svcs Comm				Financial/Case Management System		
Description	M-01 2023-25 Agy. Leg. Adopted	M-01 2023-25 Ebds, SS & Admin Act	M-01 2023-25 Leg Approved Budget			
REVENUE CATEGORIES						
General Fund	8,656,736	-	8,656,736			
TOTAL REVENUE CATEGORIES	\$8,656,736	-	\$8,656,736			
AVAILABLE REVENUES						
General Fund	8,656,736	-	8,656,736			
TOTAL AVAILABLE REVENUES	\$8,656,736	-	\$8,656,736			
EXPENDITURES						
PERSONAL SERVICES						
General Fund	1,502,706	-	1,502,706			
SERVICES & SUPPLIES						
General Fund	7,154,030	-	7,154,030			
EXPENDITURES						
General Fund	8,656,736	-	8,656,736			
TOTAL EXPENDITURES	\$8,656,736	-	\$8,656,736			
ENDING BALANCE						
General Fund	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS	6	-	6			
AUTHORIZED FTE	6.00	-	6.00			

4.0 Alternatives Analysis

4.1 Assumptions

The OPDC FCMS Project assumes successful implementation will be measured through alignment with the goals, outcomes, and outputs identified in [Appendix A](#). The Project Management Team will manage the project and coordinate configuration and implementation of the solution.

The alternatives analysis was based on these assumptions:

- The solution meets accessibility standards.^{7,8}
- The investment time frame for this project is more than 10 years.
- The solution includes authorized user statewide access and online availability.
- OPDC does not have internal IT resources available to build and maintain the solution.
- A vendor developed solution will be hosted by the vendor, or at OPDC.
- OPDC reviewed the 2016 Oracle settlement and did not find any complementary goods or services from the Oracle service catalog that will meet the needs of the FCMS solution.

- OPDC reviewed NICUSA, Inc. options for development of a FCMS solution and did not determine a viable path.
- FCMS is not considered a mission-critical system, and therefore it does not require the highest level of up-time (99.9% is sufficient with approximately 45 minutes of downtime per month, in addition to required maintenance and patches).
- The solution will include the ability to collect, transmit, and process legal records, that contain highly-sensitive protected client information, which includes but is not limited to: Personally Identifiable Information (PII); lawyer-client privilege as designated by Oregon Evidence Code (OEC) Rule 503; and other data subject to protection under ORS Chapter 40 Evidence Code;⁹ and CFR 42 Part 2 Confidentiality of Substance Use Disorder Patient Records.¹⁰

The financial analysis for the alternatives was based on these cost assumptions:

- The investment period for this project is more than 10 years. However, the cost model projects five (5) years, based on the Cost Assumption worksheets included in [Appendix B](#).
- Upon business case approval, Oregon's Legislature will fund a Special Purpose Appropriation to be used for the acquisition and implementation of the new technology solution.
- On-going maintenance and support of the solution will be included in the OPDC base budget.

- The Microsoft Azure estimator was used to generate cloud-hosted estimated storage costs with an addition of vendor management costs.

As funding is made available, the Oregon Public Defense Commission will implement a series of business and technology improvements over three (3) years. The FCMS Project Team has adopted strategies, as shown in [Appendix C](#), to enable this significant transformation and minimize risk. The strategies address business, technology, and risk management.

⁹ Federal Communications Commission (FCC). (2020). *Section 508 of the Rehabilitation Act*. Retrieved from <https://www.fcc.gov/general/section-508-rehabilitation-act> and

⁸ W3C. (2018). *Web Content Accessibility Guidelines (WCAG) 2.1*. Retrieved from <https://www.w3.org/TR/WCAG21/>.

4.2 Benefits/Risk Criteria Weighting

No.	Benefit / Risk Criteria	Definition
1	Minimized Initial Capital Cost	The total one-time capital cost for implementation development of the FCMS solution.
2	Minimizes Costs to Maintain	The annual cost to maintain the FCMS solution.
3	Provides Operational Improvement	The positive impact to business operations relative to each alternative. Addresses the previous opportunities.
4	Addresses Core Business Problems	Whether the solution addresses the business problems identified in the Problem Definition section of this document.
5	Meets High-level Solution Requirements (Appendix D)	Whether the solution will successfully address the requirements identified in the RFP.
6	Provides Stakeholder Benefit	The benefits to providers and major stakeholders for each alternative.

Alternatives Analysis	Status Quo	COTS	Best of Breed
Leverage core solution that is operationally proven by other similar customers.		X	
Configurable solution to meet OPDC core financial and case management business needs.		X	X
Capacity to leverage changes / product improvements to core COTS at reduced or no additional cost.		X	
Vendor employs necessary technical staff to support system.		X	
System configurable to comply with state and federal regulatory standards.		X	X
Security systems and user authenticated access built into system.		X	X
System scalability.		X	X
Increased automation capabilities facilitated by integrated product.		X	X
Business processes are controlled mainly by the software provider, driving what the end state business architecture will look like. This can control customization and increase uniformity across the state.		X	
Relative Usability: High		X	X
Elimination of business and data silos.		X	X
Customized functionality designed to specifically meet OPDC core financial and case management business needs.			X
Solution that surpasses the technical and business capabilities of the current OPDC tools.		X	X
Greater opportunity to apply a business-driven design approach with maximum system flexibility.			X
Opportunity to incorporate an acquisition strategy that allows for a modular technical approach and separate contracts by modular function.			X
Security designed to OPDC standards and specifications across multiple platforms.		X	X
Transaction capacity designed for scalability.		X	X
Integration capabilities based on OPDC specifications and flexible technology.		X	X

¹² Office of Public Defense Services. (2020). *Project Vision Statement*.

5.0 Alternative A: Status Quo/Enhance Current Tools

To preserve the current state of the created tools and/or to enhance the architecture to encompass financial and case management systems will not remediate the administrative challenges faced by OPDC. To maintain status quo is not a viable solution due to technology age, complexity, and platform dynamics. Should the current tools experience a significant failure, OPDC would need to execute an emergency procurement to engage a vendor to either fix the existing tools, procure other systems, or return to a completely manual process which would result in hiring multiple staff. Significant cost would be associated with an emergency procurement. As a result, the business case does not detail cost projections or recommend a status quo alternative. The return to a one-hundred percent manual process is unsustainable and would result in agency missteps. The status quo does not meet the current need for OPDC and is not positioned to be enhanced to meet future needs.

No.	Benefit/Risk Criteria	Rating	Justification
1	Minimized Initial Capital Cost	Green	Requires no additional capital.
2	Minimizes Costs to Maintain	Green	Requires no additional capital.
3	Provides Operational Improvement	Red	Fails to provide operational improvement.
4	Addresses Core Business Problems	Red	Does not address core business problems.
5	Meets High-level Solution Requirements (Appendix D)	Red	Does not meet solution requirements.
6	Provides Stakeholder Benefit	Red	Provides no benefit to stakeholders.

5.1 Cost

The cost to perform this work is undetermined but would require multiple positions in both information technology and program analysis and significant infrastructure costs.

5.2 Risks

The primary risk to continue status quo is complete unexpected failure of the tools which are at end-of-life. When the tools fail, OPDC will be left with paper-based tools to conduct business. Failure to implement a viable solution leaves OPDC unable to meet the goals and strategies outlined in the OPDC 2016-2021 Strategic Plan¹² and the findings and recommendations of the 6AC (2019), ABA (2022).¹³¹⁴

5.3 Benefits

There are no tangible benefits for OPDC to maintain the status quo or enhance current tools.



Timeline:







May to June 2024:	Continue with existing tools and evaluate their performance and stability.
June 2024 to July 2024:	Conduct risk assessment and feasibility study on enhancing the current tools.
July 2024 to December 2024:	Begin minimal enhancements and infrastructure improvements to prolong the life of current tools.
January 2025 to March 2025:	Monitor the effectiveness of enhancements and plan for potential emergency procurement scenarios.
April 2025 to June 2025:	If enhancements fail, execute emergency procurement for temporary solutions.
July 2025 to December 2025:	Finalize the transition to either new temporary tools or revert to manual processes if failures occur.

6.0 Alternative B: Commercial Off-the-Shelf/Single- Solution Provider

A Commercial Off-the-Shelf (COTS) product, provided by a single-solution provider, presents a single, central data model and identifies a data transition plan that will be the responsibility of the successful vendor. This approach reduces the complexity of data integration through a reduction in the number of systems that must be integrated and complexity of data exchanges. A COTS solution will decrease design, development, training, and implementation costs. OPDC will be able to take advantage of vendor provided enhancements generated and paid by other customers. Additional advantages to a COTS product through a single-solution provider (SSP): access to vendor supported user community, troubleshooting techniques unique to public defense business practices, and a resource for public defense best practice identification. The COTS approach also simplifies security, with a single security system implemented across all modules and provides a more complete packaged training and communication solution. Additionally, the COTS solution will provide a cloud-based environment hosted by the selected vendor.

A COTS system through a single-solution provider will require one procurement, one contract, and one change order / amendment process. With the re-establishment of an IT Infrastructure in place OPDC will be well equipped to handle this workload.

 Moderately Satisfies
 Minimally or Does Not Satisfy

No.	Benefit/Risk Criteria	Rating	Justification
1	Minimized initial Capital Cost		Requires large capital outlay.
2	Minimizes Costs to Maintain		Would require capital for the vendor or OPDC to provide full continued support.
3	Provides Operational Improvement		Provides a path for improvement.
4	Addresses Core Business Problems		Solution could be designed and configured to meet the specifications needed.
5	Meets High-level Solution Requirements (Appendix D)		Selected vendor would provide a solution that meets all the mandatory requirements.
6	Provides Stakeholder Benefit		Provides an integrated solution with other data collection system.

¹³ Office of Public Defense Services. (2016). *Public Defense Services Commission Strategic Plan 2016- 2021*. Strategic Plan: Mission Statement. Retrieved from <https://www.oregon.gov/opds/commission/reports/OPDCStrategicPlan2016-2021.pdf>.

¹⁴ Sixth Amendment Center. (2019). *The Right to Counsel in Oregon: Evaluation of Trial Level Public Defense Representation Provided Through The Office of Public Defense Services*. Executive Summary. Retrieved from https://sixthamendment.org/6AC/6AC_Oregon_report_2019.pdf.

¹⁴ ABA Citation

6.1 Cost

This project is expected to begin implementation by the end of the 2023-25 Biennium. Data gathered from various vendors and other advanced technical projects was used to generate projection models for an internal and external hosted COTS solution. High-level cost estimates to implement an integrated financial and case management system were developed through estimated market comparisons. A high-level cost estimate is included in [Appendix B](#).

Item	Total Cost July 2023-June 2027
Core Case Management System (CMS) – Vendor	\$2,016,000.00
Implementation	\$180,000.00
Data Migration	\$120,000.00
Hosting & Support	\$200,000.00
Project Management Vendor	\$607,750.00
System Architecture	\$643,100.00
Report Management Configuration/Customization – Vendor RSTARS	\$310,650.00
Network Infrastructure	\$136,300.00
Possible Integration Work	\$600,000.00
OPDC Hardware (New Requirements/Lifecycle)	\$200,000.00
QA Vendor	\$825,000.00
Technical Team – OPDC (2-OPA 3/1-ITS 4)	\$1,866,748.00
Training – Vendor/OPDC	\$440,000.00
Travel – Vendor/OPDC	\$110,000.00
Overhead - \$30k/year	\$120,000.00
Change Management Vendor (Project and Organization)	\$800,000.00
<i>Total All Funds</i>	\$9,175,548.00

6.3 Risks

One of the risks for this alternative is that there is a relatively large operational impact to OPDC, given that it will require new business processes and workflows. It will also require bringing on a full IT Infrastructure to replace services previously provided by OJD.

This will require changes and/or additions to current business processes to accommodate the capabilities and requirements of the vendor solution. However, it is a goal of the project to limit this impact as much as possible. Additionally, this solution provides less control over configuration and data field requirements. Legislative mandates or rule changes may require more time to implement in a COTS solution than the Best of Breed alternative.

6.4 Benefits

The purchase of a COTS FCMS will provide quantitative data that can be monitored, analyzed, and measured to track business processes of public defense services. Implementation of a COTS solution will help quantify processes for quality improvement, transparency, and reporting for Oregon's public defense services. Single-solution provider options such as COTS decreases design, development, training, and implementation costs. Additionally, a vendor provided solution reduces the impact on ongoing technical resources.

Below are benefits of a COTS solution:

- Presents a single, central data model and identifies a data transition plan.
- Reduces complexity of data integration.
- Requires only one procurement, one contract, and one change order/amendment process.
- Vendor provided enhancements.
- Access to enhancements paid for by other customers.
- Accessible data for high level analysis of public defense services for evaluation and reporting purposes.
- Real time data entry.
- A status alert tool to inform the user when an important action needs attention.
- Role based access.

Benefit	Measurement
Presents a single, central data model and identifies a data transition plan	Implementation of a unified data model and documented data transition plan (100% completion)
Reduces complexity of data integration	Simplified data integration processes and a 40% reduction in integration issues reported
Requires only one procurement, one contract, and one change order/amendment process	Reduced procurement cycle time by 50% and a 60% decrease in contract amendments
Vendor provided enhancements	Number of vendor enhancements received and implemented (increased by 30%)
Access to enhancements paid for by other customers	Utilization of enhancements developed for other customers (40% cost savings)
Accessible data for high-level analysis of public defense services for evaluation and reporting purposes	Reports generated for evaluation and high-level analysis of public defense services (improved by 50%)
Real-time data entry	Timeliness and accuracy of data entries improved by 60%
A status alert tool to inform the user when an important action needs attention	Number of status alerts generated, and actions taken (alerts responded to within 24 hours increased by 70%)
Role-based access	Access control logs and role-based access audits (100% compliance with security policies)

Timeline:

February 2024 to July 2024:	Finalize requirement & RFP. Post RFP for bidding.
June 2024 to February 2025:	Procurement Phase (6-8 est. months). Negotiate and finalize contracts with selected COTS solution provider.
March 2025 to May 2025:	Begin implementation planning, including data transition and integration strategies.
June 2025 to August 2025:	Initiate pilot testing and initial setup of the COTS system in a controlled environment.
September 2025 to October 2025:	Expand pilot testing, collect feedback, and make necessary adjustments.
November 2025 to December 2025:	Full-scale implementation and staff training; prepare for a December 2025 launch.
January 2026 to March 2026:	Monitor and optimize the system post-launch; address any issues that arise.
April 2026 to July 2026:	Evaluate system performance and make final adjustments; prepare for December 2025 finalization.

6.5 Assumptions:

All stakeholders must be mindful of the assumptions identified for the FCMS Project as they introduce some level of risk to the project until they are confirmed to be true. While the project is in a planning cycle, every effort must be made to identify and mitigate any risks associated with these assumptions:

- FCMS is the official system for OPDC staff and contracted providers.
- Sufficient staff from OPDC, OJD, and the selected vendor are available to fully support the FCMS project.
- Decisions are made in a timely manner by the Executive Leadership Team.
- Project Team has the authority to approve deliverables for the project.
- Technology complies with information security standards adopted by OPDC and OJD and DAS
- Operational Leadership Team will assist in review of formal project documentation.
- OPDC, OJD, and the selected vendor assist in coordination of interface testing efforts with stakeholders.
- OPDC, OJD, and Steering Committee participate in FCMS User Acceptance Testing.
- OPDC team members respond promptly to FCMS correspondence requests; participate in FCMS training; and actively engage in Go-Live activities.
- Steering Committee respond promptly to FCMS correspondence requests; participate in FCMS training; and engage in Go-Live activities.
- Oregon Legislature funds the project.
- External providers must use the FCMS if possible.



6.6 Constraints:



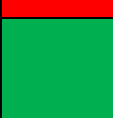



It is imperative that considerations be made for the identified constraints of the FCMS Project throughout the project's lifecycle. Stakeholders must remain mindful of these constraints to prevent any adverse impacts to the project's schedule, cost, or scope. The following constraints have been identified:

- Current technical tools must be maintained until a system is in place for financial management, contract administration, and case data tracking.
- Staffing availability at both OPDC and OJD.
- Hybrid Work Approach – Project must work with various stakeholders across multiple Hybrid Schedules – In Person, and remote utilizing MS Teams, Hood Conference Room at OPDC and limited meeting space in person.

7.0 Alternative C: Best of Breed/Custom Build

This alternative consists of custom development and use of multiple systems (and possibly vendors) that represent the best commercial product in each specific area (financial management, case management, document repository). Each product would be procured individually and/or through a “general” contractor/integrator. Complexity increases substantially when there are multiple solutions to be integrated for the FCMS. Additionally, a custom solution would require internal resources and human capital considerations not currently available at OPDC. The cost to augment staff would be considerable. To hire or contract would require a lengthy process due to very limited qualified resource.

 *Moderately Satisfies*
 *Minimally or Does Not Satisfy*

No.	Benefit/Risk Criteria	Rating	Justification
1	Minimized initial Capital Cost		Requires largest capital outlay.
2	Minimizes Costs to Maintain		Requires greatest ongoing capital.
3	Provides Operational Improvement		Can provide metrics related to operational improvements and can be customized to do so.
4	Addresses Core Business Problems		Could be designed to fit the exact specifications that are needed.
5	Meets High-level Solution Requirements (Appendix D)		Custom-built applications can be tailored to the requirements of OPDC and providers.
6	Provides Stakeholder Benefit		Provides options for many stakeholder benefits but must be known in advance to be considered as a requirement.

7.1 Timeline:

Current to June 2024:	Define detailed requirements for each specific area (financial management, case management, document repository). Conduct market research and identify potential best-of-breed solutions for each area. Establish a clear understanding of the needs and the best commercial products available for each function.
June 2024 to February 2025:	Procure individual products through a general contractor/integrator. Initiate the selection process for vendors and begin contract negotiations. Secure contracts with selected vendors for each specific area and outline integration requirements.
March 2025 to June 2025:	Develop a comprehensive integration plan that involves multiple vendors. Begin hiring or contracting necessary internal resources and human capital. Ensure all selected products can be integrated smoothly and efficiently. Augment staff with the necessary skills.
July 2025 to December 2025:	Activities: Start the initial development and custom build process for integrating multiple systems. Begin the setup of individual components in a controlled environment. Lay the groundwork for system integration and address any early-stage development challenges.
January 2026 to March 2026:	Conduct pilot testing of the integrated system with a focus on ensuring interoperability between all components. Collect feedback from users and make necessary adjustments. Validate the integration and functionality of all systems working together.
April 2026 to June 2026:	Expand pilot testing to more users and continue refining the system based on feedback. Conduct extensive staff training across all integrated components.
July 2026 to September 2026:	Monitor the integrated system post-launch, providing ongoing support and optimization. Address any issues that arise from the broader implementation. Ensure system stability and effectiveness in a real-world environment.
October 2026 to December 2026:	Evaluate the overall system performance and make final adjustments. Prepare for December 2025 finalization if the June launch was not met. Finalize the custom-built integrated system ensuring it meets all operational and strategic requirements.

7.2 Cost

The Best of Breed / Custom Build is not a viable financial option for this project. A projection model for separate financial and case management systems that would be internally hosted has a total projected cost of \$10,654,548. This projection was formulated based on estimated market comparisons. A high-level cost estimate is included in [Appendix B](#).

Item	Total Cost July 2023-June 2027
Core Case Management System (CMS) – Vendor	\$3,300,000.00
Implementation	\$180,000.00
Data Migration	\$120,000.00
Hosting & Support	\$220,000.00
Customization	\$175,000.00
Project Management Vendor	\$607,750.00
System Architecture	\$643,100.00
Report Management Configuration/Customization – Vendor RSTARS	\$310,650.00
Network Infrastructure	\$136,300.00
Possible Integration Work	\$600,000.00
OPDC Hardware (New Requirements/Lifecycle)	\$200,000.00
QA Vendor	\$825,000.00
Technical Team – OPDX (2-OPA 3/1-ITS 4)	\$1,866,748.00
Training – Vendor/OPDC	\$440,000.00
Travel – Vendor/OPDC	\$110,000.00
Overhead - \$30k/year	\$120,000.00
Change Management Vendor (Project and Organization)	\$800,000.00
<i>Total All Funds</i>	\$10,654,548.00

7.3 Risks

The primary risks of this alternative are the lack of available internal resources and multiple vendors/software systems. Risk is maximized through the custom requirements of integrating separate financial and case management products to meet the FCMS need. While the solution procurement will accommodate training for the products, it remains incumbent on OPDC to cross-train and be able to maintain the combined solution going forward. This alternative will require OPDC to expend additional resources to ensure continued success in the system use, maintenance, and support and to ensure the successful business process workflows are developed and upheld. It is highly likely that OPDC will be unable to expend the requisite resources necessary for this alternative post implementation.

7.4 Benefits

There are very few benefits in the development of the FCMS solution through the integration of multiple products. These benefits only exist with more OPDC control over internal resources and specific requirements for each product and vendor. In addition, the alternative allows custom configuration to meet the needs of the stakeholders through enhanced implementation and on-going costs. Another best of breed benefit is typically that it provides the greatest probability of meeting the most requirements out of the box.

8.0 Financial Analysis

Complete financial analysis of the COTS / Single-Solution Provider (local and external host) and Best of Breed alternatives and financial assumptions are provided in [Appendix B](#).

9.0 Risk Management

The FCMS Project Team has adopted strategies to enable this significant transformation and minimize risk. The strategies address business, technology, project management, and risk management.

10.0 Business Strategies

Integral to the progress of the FCMS project is the business approach selected for implementation. This establishes the necessary order or approach to implement the significant business transformation that is required as part of the migration toward an enhanced electronic system. Business strategies include:

- **Business Processes.** The FCMS project governance model identifies the organizational entities and authorities to facilitate the project implementation and business transformation.
- **Business processes** will evolve to support the project outcomes (see [Appendix A](#)). Many of the FCMS outcomes for efficiency improvement combined with an integrated computer system will require the standardization of data entry, changes to business processes, and on-going analysis.
- **Change Management.** While the FCMS project is a technical implementation of a solution, the project is also business transformation. This requires management of the change related to new workflow processes, clear and often communication to all stakeholders, and complete change management training for the project management team and trainers. Change management activities are essential and need to be sufficiently funded and planned. Change management activities will be started very early in the project and continue through implementation and post-deployment support.
- **Organizational Support.** Key to successful implementation of the FCMS project is adequate organizational support, both internally and externally. A clearly defined and understood set of goals, outcomes (see [Appendix A](#)), and business benefits positions the project to secure funding and executive-level support necessary for success. Internal and external stakeholders must receive constant communications and be educated on planned business changes, technologies, and benefits.

11.0 Technology Strategies

The business strategies are supported by several interrelated technology strategies. These strategies outline the general approach for technology components being developed or enhanced to support a fully electronic system. Primary technology strategies include:

- Financial and Case Management (FCMS) is the foundation. A FCMS integrated solution will facilitate the development of new business processes and workflows for stakeholders to manage activities of OPDC at a level of efficiency that is not possible in a non-integrated, manual entry, paper-based environment. An integrated FCMS system will enable OPDC to deliver the right information to the right people at the right time in an efficient and expeditious manner. This is the necessary foundation to engage stakeholders internally and externally in an electronic infrastructure.
- Leverage Current Market. Procure an integrated, packaged FCMS technology solution supported through OPDC enterprise applications for other major components where applicable.
- Enhanced Infrastructure. Current service provider network capabilities are sufficient with minimal investment to provide statewide service for the new system because of enhancements made for the Oregon eCourt project.

12.0 Project and Risk Management Strategies

Management of the overall project and risks is critical to the successful implementation of the project and the timeliness of execution. Project management and risk strategies include:

- Pilot Implementation. OPDC will implement the technology solution in pilot offices (i.e., Marion, Polk, and Linn Counties). Only after the pilot implementation is configured and operational will the OPDC proceed with statewide implementation.
- Incremental Roll-out. Implement in a staged roll-out designed to minimize disruption and ensure testing is complete. Large scale business transformation and technology projects inherently involve risk and are best managed closely with an incremental roll-out.
- Project Management. OPDC has a FCMS Project Team in place to implement and monitor project work. An external quality assurance contractor will provide ongoing and periodic assessment of risks and quality.
- Resources. OPDC will maximize use of current resources familiar with the OPDC FCMS project's

objectives, strategies, and initiatives. Existing technologies will be leveraged where appropriate, and statewide partnerships will be established with other organizations to integrate data and services.

- **Contract Approach.** OPDC will use open and competitive procurement processes to ensure the best solution is chosen. The contract and any change requests will be reviewed and decided through governance leadership.
- **Organizational Capability and Capacity.** OPDC will provide the necessary talent and experience to manage the overall project.

13.0 Change Management

“State government recognizes the need for change management as a strategic element of successful initiatives...”¹⁵

The goal of Change Management (CM) is to drive adoption and usage of the technical solution. CM focuses on the percent of intended benefits that rely on work being successfully performed differently when the solution is in place.

OPDC understands Change Management (CM) and Project Management (PM) are complementary disciplines that share project success as their common objective and that the greatest chance for success of complex and complete enterprise transformations requires the successful application of both CM and PM. OPDC will apply both CM and PM on the FCMS project. OPDC recognizes the combined effectiveness of CM and PM, along with the level of executive sponsorship, will determine the project’s overall success in meeting intended goals, objectives, and outcomes (see [Appendix A](#)).

13.1 Philosophy

OPDC recognizes the critical nature of the relationship between individual transitions and successful delivery of organizational level improvements and intended outcomes (see [Appendix A](#)). OPDC will work with a contracted Change Management Vendor to incorporate this core philosophy within the FCMS project's CM strategy, plans, and actions to ensure the maximum level of support and positive engagement for the project is obtained from impacted individuals.

13.2 Model

With the support of the contracted Organizational Change Management Vendor OPDC will use a three-phase structured CM model:

- **Phase I – Prepare for Change:** Assess scope and impact of the change; develop a scaled strategy and plans.
- **Phase II – Manage Change:** Implement plans for communications, resistance management, and coaching.
- **Phase III – Reinforce Change:** Confirm intended proficiency and utilization are sustainable, intended outcomes and objectives are delivered.

13.3 Resources

OPDC will procure a Organizational Change Management Vendor that utilizes a variety of standard CM resources including:

- **Assessments:** Scope & impact, engagement, support, ability, and sustainability.
- **Plans:** Communications, resistance management, coaching, and reinforcement.
- **Role-Based Information:** Project sponsors, managers, and staff will be provided role- based CM information and tools to equip them to fill their specific CM roles and to enjoy successful personal transitions.

¹⁵ Opportunity Statement from the charter of the State of Oregon's Change Management Professional Network (ChMPN). ChMPN is sponsored by and chartered under the authority of the Department of Administrative Services Chief Human Resources Office and reports to the HR Advisory Committee.

14.0 Project Benefits

In April 2022, the Oregon Legislature announced their union with the Governor and Chief Justice to solve the ongoing public defense crisis in Oregon. This partnership has been defined as the three-branch workgroup and will focus on short-term and long-term solutions to reform the state's public defense and public safety systems¹⁶. Leaders in Oregon have noted the following sentiments as they show their support of change when it relates to the public defense system:

"There's no denying that Oregon is going through a public defense crisis. The Legislature delivered important relief last session, but there's more work to be done. We cannot afford any delays in justice." – Peter Courtney (D-Salem)

"For far too long, the scales have been tipped against public defenders, making it difficult to ensure a fair and just public defense system." – Governor Kate Brown

"I am grateful for the three-branch commitment to find long-lasting solutions to the long-standing challenges faced by our criminal justice system and those who work in and are served by it. With the necessary urgency and concerted, sustained effort, I know that we can strengthen that system and make it more just." – Oregon Supreme Court Chief Justice Martha Walters.

Although the FCMS project cannot change systemically how public defense operates in Oregon, it is a critical component in providing urgent and valuable information to leaders in the three-branch workgroup and the many stakeholders who are impacted by the effectiveness of public defense. With a robust system such as the FCMS both internal and external users will be afforded with a tool that offers the most current cloud hosted case management solution providing on/offline access to case information/client information/records all with user role-based permissions, data queries/reports, and financial tracking such as submission, payment, and reporting. It is expected that this system will provide the agency with a data repository that can be utilized for data analytics and capable of integrating with data sets from partnering agencies in Oregon and furthering the mission of the three-branch workgroup.

16. Oregon State Legislature. (2022). Press Release: Legislative Leaders to Join Governor and Chief Justice in Workgroup to Solve Ongoing Public Defense Crisis. Retrieved from: <https://www.oregonlegislature.gov/courtney/Documents/Three-Branch-Public-Defense-Summit-Press-Release.pdf>

14.1 Improved Access to Data

Data fields are tracked through a count of the same data elements over time for every case and provider. As a snapshot these data fields do not provide much information however, comparatively tracked over time can tell a story and provide metrics or trends. A configured case management system should be able to provide row and aggregate level data. Aggregate count categories may include statewide, county, judicial district, attorney type, year, or month. Data in an integrated FCMS will provide OPDC the ability to track case activities and outcomes, and a “real time” view of staff/contractor engagement, enhanced transparency, and accountability through data driven, interactive, internal, and external relationships.

14.2 Fewer Manual Processes

Manual processes are those that require a person to do something before being able to progress forward. OPDC spends a considerable amount of time with manual data entry and contract management. An FCMS will provide significant value through an integration with other systems to enable a streamlined entry process for case and provider information. An automation of fee statements will alleviate the manual processes that currently exist and removes the need for repetitive data entry that has potential for human error. Automated workflows configured within the system will allow for more streamlined business process for OPDC staff and providers.

With the desired goals and outcomes of this project the desire is that the system will afford internal practices to be modernized and external practices to become systematic. Internally, the system will allow OPDC staff to conduct contractual research and assurance of performance and compliance factors. Currently OPDC staff receive a multitude of reports with varying formats which are inconsistent and lacking critical data that is imperative to understanding Oregon public defense outcomes. Not only are the data reports inconsistent and ineffective, but payment processes are also held up due to the inadequacies of current tools and lack of supporting documentation to meet reimbursement requirements. The new system will afford the agency to internally collect and analyze data in accordance with contractual requirements in a consistent and verifiable manner. This capability will allow the agency’s data and research department as well as the newly formed compliance, audit, and performance unit to evaluate and compare outcomes as they relate to public defense. Additionally, the agency’s financial department will be able to further support the payment process and evaluation of fee statements within the case support services (CSS) unit.

Externally, the FCMS is expected to bring all contractors to a level playing field by providing a case management system that is robust, proficient, and capable of managing the needs of contracted entities performing public defense work in Oregon. Smaller entities have often struggled to procure a solution that affords their attorneys with tools like that of the more

metropolitan areas in the state. By ensuring that each entity under contract has a cohesive and robust tool, Oregon’s public defense provider community will no longer have to use contract funds to support case management needs as well as spend less time focused on cleaning data to meet monthly reporting requirements. For the first time providers can be more focused on the work attributed to public defense, than on the behind-the-scenes data analytics necessary to analyze imperative outcomes.

14.4 Reporting

Standardized statewide data collection within the FCMS will offer OPDC the ability to provide consistent reports to stakeholders and allow for audit compliance with mandatory statute and constitutional requirements. A centralized and integrated system will be able to produce financial and case metrics for contract administration.

Implementation of an integrated FCMS increases efficiencies through the ability to share information and accelerates the administrative processes so staff can access complete contractor and caseload information at crucial decision points. (See Goals and Outcomes [Appendix A.](#))

15.0 Conclusion and Recommendation

Regarding Oregon's public defense system, OPDC has compiled analyses, recommendations from field experts and requested action from public service representatives to assist with agency direction. When looking to resolutions there are many factors to consider, however a financial and case management tool is a critical place to start. As noted above there are three options in which the agency can consider; status quo, COTS, and best of breed. Each of these options have costs, risks, and benefits attributed to their resolution, however, with a COTS solution would offer the least disruptive and most financially viable resolution.

New technology and business processes which follow a COTS solution will enable OPDC to achieve its goals and outcomes (see [Appendix A](#)). The Financial and Case Management Project, when fully implemented, will enhance the way OPDC operates and will allow for effective and timely data collection. Impactful reports can be produced and provided to the Legislature, providers, and the public, and will be a more efficient resource for Administrative Services Division (ASD) to monitor and audit all provider/attorney contracts. Reporting and case management will follow a more clearly defined and accurate processes, and improvement can be made on reimbursement of provider/attorney fees.

After review of the benefits and limitations of the alternatives, forecast of ongoing budgetary constraints, projection of an increase in employee costs, fragility of the current tools, and potential for significant increase in caseloads over the next decade, the project governance committees unanimously decided to discard the Status Quo option.

The FCMS project must be considered a necessary investment for OPDC, its partners, stakeholders, and the vulnerable populations of Oregon. The costs associated are moderate, however, the value provided through improved data collection and consolidation of public defense services information will create a strong foundation in which a competent public defense system can be built. The project will be carefully monitored and managed, reviewed for risks and issues, and in constant communication with stakeholders throughout the life of the project implementation.

Ultimately, the successful implementation of the Financial and Case Management Project will improve the ability to track outcomes related to public defense, provide data to monitor standards, increase access to data for internal staff, providers, attorneys, and the newly formed CAP Division and Trial Division.

Appendix A: Financial Case Management System

The Goals and Outcomes are tools to help quantify processes for quality improvement, transparency, and reporting of Oregon’s public defense services. The Outputs are data fields contained in the System that provide indicators (objectives) that can be measured to track progress towards the identified Outcomes. Through statistical analysis, the Outcomes are expected to result in the Impact, when combined with qualitative analysis (subjective) creates a viable path to measure the Goal.

Goal: An internal and external accessible system that collects and manages data to support accountability and transparency.

Impact: Ability to produce “real-time” performance dashboards for OPDC and providers.

Outcome: “Real-time” informative dashboards provide both OPDC and providers the opportunity to compare performance to required outcomes (transparency and oversight).

Output: For example, # of cases, cases per contract/provider, case cost, payment request status, case outcomes, case events.

Goal: Provide case cost accountability to Oregon’s taxpayers.

Impact: Ability to produce detailed case cost reports.

Outcome: Taxpayer dollars allocated to OPDC for public defense will be used efficiently and effectively to monitor quality representation of contracted providers.

Output: For example, # cases served by each contract, cost per case by type of case, % or # of cases resulting in failure to appear.

Goal: Enhanced ability to manage the requests for case support services (CSS).

Impact: Manage and audit CSS requests.

Outcome: Monitor and audit the number of CSS per case and provider to reduce duplication of requests/payments and track activity.

Output: For example, # of requests per case type, outcomes of cases with requested services, type of CSS requested, track number of times specific providers request categories of services.

Impact: Ability to manage and configure changes to OPDC approved rates for routine and CSS.

Outcome: OPDC approved rate changes will be made within system by authorized users.

Output: For example, provider rate, mitigator rate, user who made changes to rate, date changes were made.

Goal: Timely payments targets are achieved for providers through improved payment process.

Impact: Deliver payments to providers per the Oregon Accounting Manual (OAM) processing timelines.

Outcome: Ability to audit to ensure compliance with OAM (i.e., Prompt Payment Section 116).

Output: For example, case number, provider contact information, county, case type, supporting documents (receipts, statements etc.), payment number (warrant).

Goal: Ability to monitor caseload assignments per attorney.

Impact: Monitor caseload limitations for attorneys based on best practice standards which provide a maximum number of cases an attorney can ethically handle at one time.

Outcome: Providers do not regularly exceed caseloads prescribed by the best practice standards.

Output: For example, weighted number of cases served by provider by case type, % of time provider allocates to public defense.

Goal: Ability to report on the impact of public defense services through detailed data of attorney activity with assigned client

Impact: Analysis of case cost and case management outcomes through (improved) reporting.

Outcome: Ability to report on the case cost and time spent per attorney and the associated case outcomes.

Output: For example, case type, % of time spent on case, case outcome results, case financial information, case ageing, attorney information (name, bar number), case events (filings made with the court), any professional resource requested (case manager, investigator, expert witness, etc.)

Goal: Ability to report on caseloads, client interaction, case prep work, court appearances, and case related meetings per the Parent Child Representation Program (PCRP) general recommendations.¹⁷

Impact: Monitor adherence to PCRP recommendations.

Outcome: Provide data to evaluate operational expectations of the PCRP.

Output: For example, % of interaction time with client, % of case prep work, % of time in court appearances.

Goal: Reduction in manual data entry of client/case information.

Impact: Increase data accuracy through integrations with partner agencies and providers.

Outcome: Collect data electronically with the support of required data fields to produce uniform reporting.

Output: For example, client information (name, date of birth, address, demographics, criminal history, social security number), case events, charges, attorney information (name, bar#), child placement information, case outcomes, payment number (warrant)).

Goal: Collect data on client race, gender identity, ethnicity, and economic disparities to provide data that can be used to analyze how those factors affect case outcomes.

Impact: Monitor and identify how public defense services address racial, gender identity, ethnic, or economic disparities as they relate to services provided.

Outcome: Ability to collect and measure racial, ethnic, and gender identity.

Outcome: Ability to collect and measure income and economic disparities.

Output: For example, # cases by race, gender, income, ethnicity, and English as a second language for signs of disparity, # of clients who require access to an interpreter for court appearances (in person or remotely), clients released on bail.

Goal: The Case Management database allows providers to gather records for contacts, tasks, matters, and other related records to provide front and back-end management for legal practice.

Impact: Creates a centralized system for legal practice information, prevents duplication and errors, increases efficiency, provides tool for users to assist with complying with Oregon Rules of Professional Conduct and to maintain reasonable caseloads

as required to provide effective assistance of counsel.

Outcome: A robust repository for case management that allows functions for users whose role includes case management.

Output: Front-end management: Allows for conflict checking, client and contact management, case-matter management, document management and automation, calendaring, task management and creating workflow processes, communication, and email management. Back-end management allows for creation of reports for case tracking and caseload management.

Goal: Case Management – ability to enter client, contact, and other party information and to link to other matters within organization to track specific details about contacts for conflict checking.

Impact: Provides a tool for users to assist with complying with Oregon Rules of Professional Conduct concerning conflicts of interest

Outcome: Conflict checking that works for Case management.

Output: Users will be able to search entire database for matching names and information of potential clients and create a record of the conflict check within the matter

Goal: Case Management – document automation and management.

Impact: Prevents duplication and errors and increases efficiencies.

Outcome: A Case Management tool that can maintain and update files.

Output: Users will be able to automate the creation of specific, routine letters and forms and store, organize, access, and search for documents.

Goal: Case Management – Includes a general calendar and allows for rules-based calendaring.

Impact: Creates a centralized location (or integrates with other calendar software?) for tracking deadlines, appointments, and events.

Outcome: Time Management

Output: Court rules are imported into database to automatically calculate deadlines. Also allows users to input specific dates and times for scheduling and tracking other due dates, appointments, and events.

Goal: Case Management - Task and workflow management.

Impact: Prevents duplication and errors and increases efficiency

Outcome: Eliminate emails between attorneys and legal assistants so tasks don't get lost and instead live in a case management tool.

Output: Allows providers to organize, allocate, and collaborate on tasks. Ability to calendar tasks and delegate tasks to other users. Workflow will allow the automated process of creating a task list for routine matters.

Goal: Case Management – Allows for providers to create inner-office reports for case tracking and caseload management.

Impact: Assists with inner-office management of workloads

Outcome: KPM Reports

Output: Allows users to track active versus inactive cases, cases assigned to attorneys, court filings by due date, and progress by task and user. Allows for reports for tracking case completion and backlog reports.

Other configurable gains from the new FCMS will include:

- The ability to take advantage of new and improved functions and processes added to the product by the vendor.
- Ability to configure the system and report on additional data elements related to changes in legislative or organizational requirements.
- Improved performance and supportability provided by an integrated COTS system.
- Standardized processes that flow through the various work units afforded from a single system.

¹⁷ Public Defense Services Commission. (2020, July1). Request for Proposals for Parent Child Representation Program Contracts. Salem, Oregon. Retrieved from [<https://www.oregon.gov/opds/provider/Pages/pcrp.aspx>].

Appendix B: Costs and Assumptions

COTS / Single-Solution Provider Solution

Item	July 2023 - June 2024	July 2024 June 2025	Biennium 2023/25	July 2025 - June 2026	July 2026- June 2027	Biennium 2025/27	TOTAL
Core Case Management System (CMS) – Vendor	\$504,000.00	\$504,000.00	\$1,008,000.00	\$504,000.00	\$504,000.00	\$1,008,000.00	\$2,016,000.00
Implementation	\$75,000.00	\$75,000.00	\$150,000.00	\$20,000.00	\$10,000.00	\$30,000.00	\$180,000.00
Data Migration	\$50,000.00	\$50,000.00	\$100,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$120,000.00
Hosting & Support	\$50,000.00	\$50,000.00	\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	\$200,000.00
Project Management Vendor	\$151,937.50	151,937.50	\$303,875.00	151,937.50	151,937.50	\$303,875.00	\$607,750.00
System Architecture	\$321,550.00	\$321,550.00	\$643,100.00	-	-	-	\$643,100.00
Report Management Configuration/Customization – Vendor RSTARS	\$155,325.00	\$155,325.00	\$310,650.00	-	-	-	310,650.00
Network Infrastructure	\$68,150.00	\$68,150.00	\$136,300.00	-	-	-	\$136,300.00
Possible Integration Work	\$272,500.00	\$272,500.00	\$545,000.00	\$40,000.00	\$15,000.00	\$55,000.00	\$600,000.00
OPDC Hardware (New Requirements/Lifecycle)	\$50,000.00	\$50,000.00	\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	\$200,000.00
QA Vendor	\$375,000.00	\$375,000.00	\$750,000.00	\$50,000.00	\$25,000.00	\$75,000.00	\$825,000.00
Technical Team – OPDC (2-OPA 3/1-ITS 4)	\$466,687.00	\$466,687.00	\$933,374.00	\$466,687.00	\$466,687.00	\$933,374.00	\$1,866,748.00
Training – Vendor/OPDC	\$200,000.00	\$200,000.00	\$400,000.00	\$30,000.00	\$10,000.00	\$40,000.00	\$440,000.00
Travel – Vendor/OPDC	\$50,000.00	\$50,000.00	\$100,000.00	\$5,000.00	\$5,000.00	\$10,000.00	\$110,000.00
Overhead - \$30k/year	\$30,000.00	\$30,000.00	\$60,000.00	\$30,000.00	\$30,000.00	\$60,000.00	\$120,000.00
Change Management Vendor (Project and Organization)	\$200,000.00	\$200,000.00	\$400,000.00	\$200,000.00	\$200,000.00	\$400,000.00	\$800,000.00
Total All Funds	\$3,020,149.50	\$3,020,149.50	\$6,040,299.00	\$1,607,624.50	\$1,527,624.50	\$3,135,249.00	\$9,175,548.00
Contingency – 10% of project costs			\$604,029.90			\$313,524.90	
Total Funds with Contingency			\$6,644,328.90			\$3,448,773.90	\$10,093,102.80

Best of Breed / Custom Build Solution – Separate Financial / Case Management

Item	July 2023 - June 2024	July 2024 June 2025	Biennium 2023/25	July 2025 - June 2026	July 2026 - June 2027	Biennium 2025/27	TOTAL
Core Case Management System (CMS) – Vendor	\$825,000.00	\$825,000.00	\$1,650,000.00	\$825,000.00	\$825,000.00	\$1,650,000.00	\$3,300,000.00
Implementation	\$75,000.00	\$75,000.00	\$150,000.00	\$20,000.00	\$10,000.00	\$30,000.00	\$180,000.00
Data Migration	\$50,000.00	\$50,000.00	\$100,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$120,000.00
Hosting & Support	\$55,000.00	\$55,000.00	\$110,000.00	\$70,000.00	\$40,000.00	\$110,000.00	\$220,000.00
Customization	\$87,500.00	\$87,500.00	\$175,000.00				\$175,000.00
Project Management Vendor	\$151,937.50	151,937.50	\$303,875.00	151,937.50	151,937.50	\$303,875.00	\$607,750.00
System Architecture	\$321,550.00	\$321,550.00	\$643,100.00	-	-	-	\$643,100.00
Report Management Configuration/Customization – Vendor	\$155,325.00	\$155,325.00	\$310,650.00	-	-	-	310,650.00
RSTARS							
Network Infrastructure	\$68,150.00	\$68,150.00	\$136,300.00	-	-	-	\$136,300.00
Possible Integration Work	\$272,500.00	\$272,500.00	\$545,000.00	\$45,000.00	\$10,000.00	\$55,000.00	\$600,000.00
OPDC Hardware (New Requirements/Lifecycle)	\$50,000.00	\$50,000.00	\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	\$200,000.00
QA Vendor	\$375,000.00	\$375,000.00	\$750,000.00	\$50,000.00	\$25,000.00	\$75,000.00	\$825,000.00
Technical Team – OPDC (2-OPA 3/1-ITS 4)	\$466,687.00	\$466,687.00	\$933,374.00	\$466,687.00	\$466,687.00	\$933,374.00	\$1,866,748.00
Training – Vendor/OPDC	\$200,000.00	\$200,000.00	\$400,000.00	\$30,000.00	\$10,000.00	\$40,000.00	\$440,000.00
Travel – Vendor/OPDC	\$50,000.00	\$50,000.00	\$100,000.00	\$5,000.00	\$5,000.00	\$10,000.00	\$110,000.00
Overhead - \$30k/year	\$30,000.00	\$30,000.00	\$60,000.00	\$30,000.00	\$30,000.00	\$60,000.00	\$120,000.00
Change Management Vendor (Project and Organization)	\$200,000.00	\$200,000.00	\$400,000.00	\$200,000.00	\$200,000.00	\$400,000.00	\$800,000.00
Total All Funds	\$3,433,649.50	\$3,433,649.50	\$6,867,299.00	\$2,043,624.50	\$1,743,624.50	\$3,787,249.00	\$10,654,548.00
Contingency – 10% of project costs			\$686,729.90			\$378,724.90	
Total Funds with Contingency			\$7,557,028.90			\$4,165,973.90	\$11,720,002.80

Appendix C: Project Risks, Mitigation Strategies, and Contingency Plans

Risk	Description	Rating	Mitigation Strategy	Contingency Plan
<p>1. Capability of OPDC to manage a project of this size and complexity.</p>	<p>The FCMS project will require a significant amount of project management resources, both at the project and implementation level. OPDC currently does not employ personnel directly supporting project management work.</p>	<p>L</p>	<ul style="list-style-type: none"> • OPDC will appoint or hire a project manager/team with experience in identification, development, management, and deployment of projects of this size, scope, and complexity. • OPDC will appoint or hire an experienced project manager with overall authority and responsibility to manage and direct the project. • Outsource various implementation activities to contracted vendors. • OPDC has identified a robust governance structure to support the project. 	<ul style="list-style-type: none"> ○ Appoint or Hire Project Manager with Oregon Project Management Certification, or PMP. Extend implementation timelines. ○ Reduce the number of concurrent efforts.

Risk	Description	Rating	Mitigation Strategy	Contingency Plan
2. Funding cut or severe funding reduction during project implementation results in incomplete project.	With smaller scale, shorter-term projects, there is the possibility that funding may be reduced before the project is fully implemented. This is even more likely during periods of declining General Fund resources.	H	<ul style="list-style-type: none"> • Keep frequent communication with the Legislative Fiscal Office (LFO) to ensure that the decision makers have the necessary information and justification to continue funding the project. 	<ul style="list-style-type: none"> ○ Re-scope affected project areas. ○ Delay the overall implementation schedule to correspond to new level of funding. ○ Prioritize internal OPDC operations versus statewide deployment.
3. OPDC divisions are unable to participate as Subject Matter Experts (SMEs) in business process standardization due to budget reductions.	The State of Oregon is facing an unprecedented budget crisis. If OPDC faces budget cuts that significantly reduce staff resources identification of business processes, configuration of the system, and deployment activities may be limited.	M	<ul style="list-style-type: none"> • Identify fewer core staff needed to implement basic system(s). 	<ul style="list-style-type: none"> ○ Slow down project timeline until SMEs became available. ○ Implement basic functionality and sectionalize configuration / deployment as resources become available.
4. Procurement is delayed.	Vendors have expressed interest in providing services and products for OPDC. COVID-19 may slow vendor responses / resources.	M	<ul style="list-style-type: none"> • Ensure detailed adherence to the approved procurement process. 	<ul style="list-style-type: none"> ○ Adjust project timeline as appropriate.

Risk	Description	Rating	Mitigation Strategy	Contingency Plan
5. Lack of clear internal vision creates competing priorities.	OPDC has a project vision statement driven by the OPDC Strategic Plan however the economic situation may create competing priorities.	M	<ul style="list-style-type: none"> • Ensure that governance and OPDC executive leadership clearly communicate internally and externally the importance of the project. 	<ul style="list-style-type: none"> ○ Rearticulate strategy to all internal and external stakeholders to clarify expectations.
6. Unclear internal roles and responsibilities delay project activities.	A project of this size requires clear delineation of roles and responsibilities. It is critical that these factors be addressed by OPDC in order to ensure that decisions are made in a timely manner and with full information.	M	<ul style="list-style-type: none"> • Implement a comprehensive governance model with clear roles and responsibilities. • Acquire external quality assurance oversight to monitor issues in this area. • Identify experienced Project Manager. 	<ul style="list-style-type: none"> ○ Rearticulate internal roles and responsibilities to clear up confusion. ○ Identify additional resources if needed.

<p>7. Lack of communication between OPDC, internal stakeholders, project team, and external project stakeholders, leads to diversions from original goals and outcomes of the project.</p>	<p>It is critical that lines of communication are maintained between stakeholders, governance, and the project team. Without such communication structures in place, there is a high possibility the project will diverge from the identified goals and outcomes.</p>	<p>M</p>	<ul style="list-style-type: none"> • The project manager will be responsible to ensure clear and concise communication occurs on project status, scope, schedule, and budget to internal and external stakeholders and governance. • Rely on the SSP to clearly identify an implementation path. 	<ul style="list-style-type: none"> ○ Bring leadership team together to review enhanced communication as necessary. ○ Bring project team together to review messages that conflict and clarify for understanding. ○ Publish the solution and distribute to all impacted by project.
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Risk	Description	Rating	Mitigation Strategy	Contingency Plan
8. Vendor lacks clear understanding of project goals and objectives even with clear requirements.	If the vendor selected for the FCMS does not possess adequate familiarity with the OPDC goals and objectives of the project, there exists the possibility that the vendor may not be capable of meeting stakeholder needs or project requirements.	M	<ul style="list-style-type: none"> • Ensure that the vendor understands the business of OPDC and its internal and external interactions. • Clearly articulate the operational needs of the system desired. Hold pre- bid conference to clarify understanding. 	<ul style="list-style-type: none"> ○ Meet with the vendor on a regular basis to reiterate goals and objectives of the project and clarify for understanding.
9. Decisions are not made in time to keep pace with project activities.	Decision-making structures that do not support rapid progress and collaboration between multiple lines of effort will cause delays.	M	<ul style="list-style-type: none"> • The project team and vendor will meet weekly to provide recommendations to governance to allow timely decision making. 	<ul style="list-style-type: none"> ○ Decision log is forwarded to Executive Sponsors for approval.
10. Legacy technology failure requires a shift in priorities.	If any major component of the current OPDC technology environment fails, the priority will most likely shift from development / configuration / deployment of the FCMS system to an immediate fix of the legacy system(s).	H	<ul style="list-style-type: none"> • Retain a separate support staff skilled in legacy technology. • Minimize changes to legacy tools. 	<ul style="list-style-type: none"> ○ Re-scope affected areas. ○ Extend implementation timelines. ○

Risk	Description	Rating	Mitigation Strategy	Contingency Plan
11. Inadequate infrastructure capacity.	If this infrastructure does not have the capacity, performance, or manageability to support financial management, case management, and internal and external access the objectives of the project cannot be realized.	L	<ul style="list-style-type: none"> • Engage network administrators and vendor consultants to perform a needs assessment during early project phases. • Contract with vendor to provide adequate, redundant bandwidth. • Assess whether the needs of high-availability business requirements necessitate upgrades to network or power failover systems. If so, make the appropriate recommendations. 	<ul style="list-style-type: none"> ○ Have a second technical provider available if needed to facilitate technical infrastructure improvements.
12. “Vision fade”.	Losing sight or connection to the OPDC project vision.	L	<ul style="list-style-type: none"> • Ensure vision is clearly stated in all presentations and foundational documents for the project; ensure that the vision drives tactics, strategy, and implementation in all phases. 	<ul style="list-style-type: none"> ○ Memo from the Executive Director to re-emphasize vision and goals of the project. ○ Project presentations to all internal / external stakeholders.

13. Data Migration.	OPDC data tools / data elements are not organized in a way to facilitate data migration.	M	<ul style="list-style-type: none"> • Work with vendor to identify appropriate data elements to migrate. • Identify elements that may need to be migrated as text fields. • Identify long term storage of current data that is compatible with new system. 	<ul style="list-style-type: none"> ○ Work with OPDC stakeholders to cleanse data prior to data migration.
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Risk	Description	Rating	Mitigation Strategy	Contingency Plan
14. Business Process Transition.	This project will replace the current tools used for data management and identify new business processes.	H	<ul style="list-style-type: none"> • OPDC leadership to continue to empathize goals and objectives. • Identify SMEs to guide configuration and identification of new business processes. • Ensure identified outcomes are met by vendor. • Extensive training provided to internal and external stakeholders. • Extensive business processes documentation. 	<ul style="list-style-type: none"> ○ Provide additional training as needed. ○ Enhance change management process as needed. ○ OPDC leadership to identify expectations.

<p>15. Scope Creep.</p>	<p>This project will significantly change the technical infrastructure and impact many OPDC business processes. There is the potential of “scope creep” due to the extensive nature of the project and timeline.</p>	<p>M</p>	<ul style="list-style-type: none"> • OPDC leadership to continue to empathize goals and objectives. • Ensure identified outcomes are met by vendor. • Project Manager to ensure that goals and objectives are clearly stated and met. • Extensive business processes documentation. • Robust change management processes to identify issues that need to be addressed and those that do not. 	<ul style="list-style-type: none"> ○ OPDC leadership to identify expectations. ○ Memo from the Executive Director to reemphasize project vision and goals. ○ Ensure vendor understands OPDC goals and objectives.
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Appendix D: High Level Requirements

Number	Category	Requirement
1	Role of Party	Parent / Guardian / Child / Attorney
2	Client Information	First Name Last Name SSN* DOB Criminal History* Primary Language Child Placement
3	Client Demographics*	Ethnicity* Race* Gender Identity* Income*
4	Case Information	County Case Name* Case Number Case Open Date* Case Outcomes* Case Type* Case per Contract/Provider* Case Events* Hearing Dates* Incident

		Date* Information about Mitigating Factors* Outcomes of Cases with Requested Services* Services* Supporting Documents*
5	Activity	Activity Date Activity Outcome*
6	Charge Information	Charge* Charge Class* Initial Charge* Final Charge* Information about Alternative Sentencing* ORS Charges/OPDC Case Types* Judgment Dates* Ruling*
7	Attorney/Provider Information	First Name Last Name Bar Number ID Date Appointed or Retained/Assigned* Appointment or Retained Type Hourly Rate Hours Spent with Client*
8	Service Providers	Investigator Used Case Manager Used Psychologist Used Interpreters Used Transcriber Used

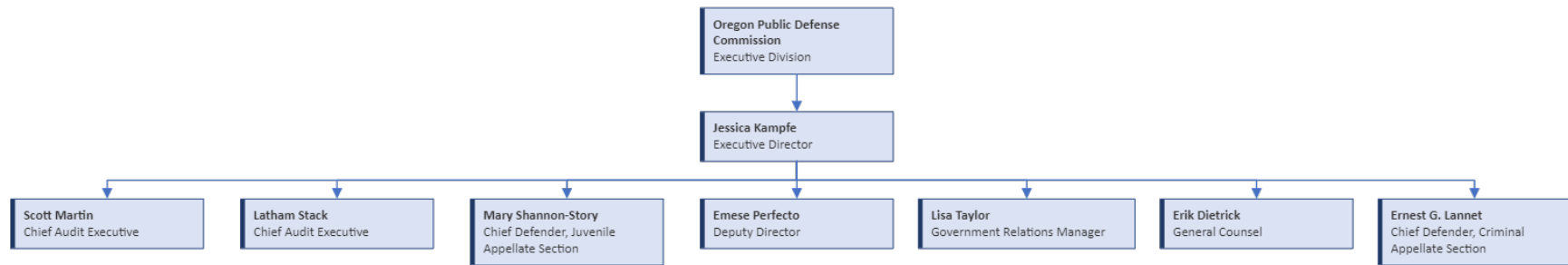
9	Attorney Case Information*	Number of Cases Served by Each Contract* Number of Clients Who Require an Interpreter* Number of Requests Per Case Type* Percent of Case Prep Work* Percent of Time in Court Appearances* Percent of Time Provider Allocates to Public Defense* Percent or Number of Cases Resulting in FTA* Track Number of Times Specific Providers Request Categories of Services* Weighted Number of Cases Served by Provider by Case Type*
10	Billing Information	Authorization Number Authorized By Amount Requested* Amount Approved Payment Number Payment Request Status Case Cost Case Financial Information* Cost per Case-by-Case Type*

Note: These high-level solution requirements were used as criteria for Section 3, *Alternative Analysis*. Data currently collected by OPDC exists in disparate financial and case management tools. Requirements denoted with an asterisk (*) indicate data and capabilities that OPDC does not currently receive or is able to create. This is not a comprehensive list of procurement ready solution requirements. If the project is approved by LFO, a complete requirement gathering process will occur.

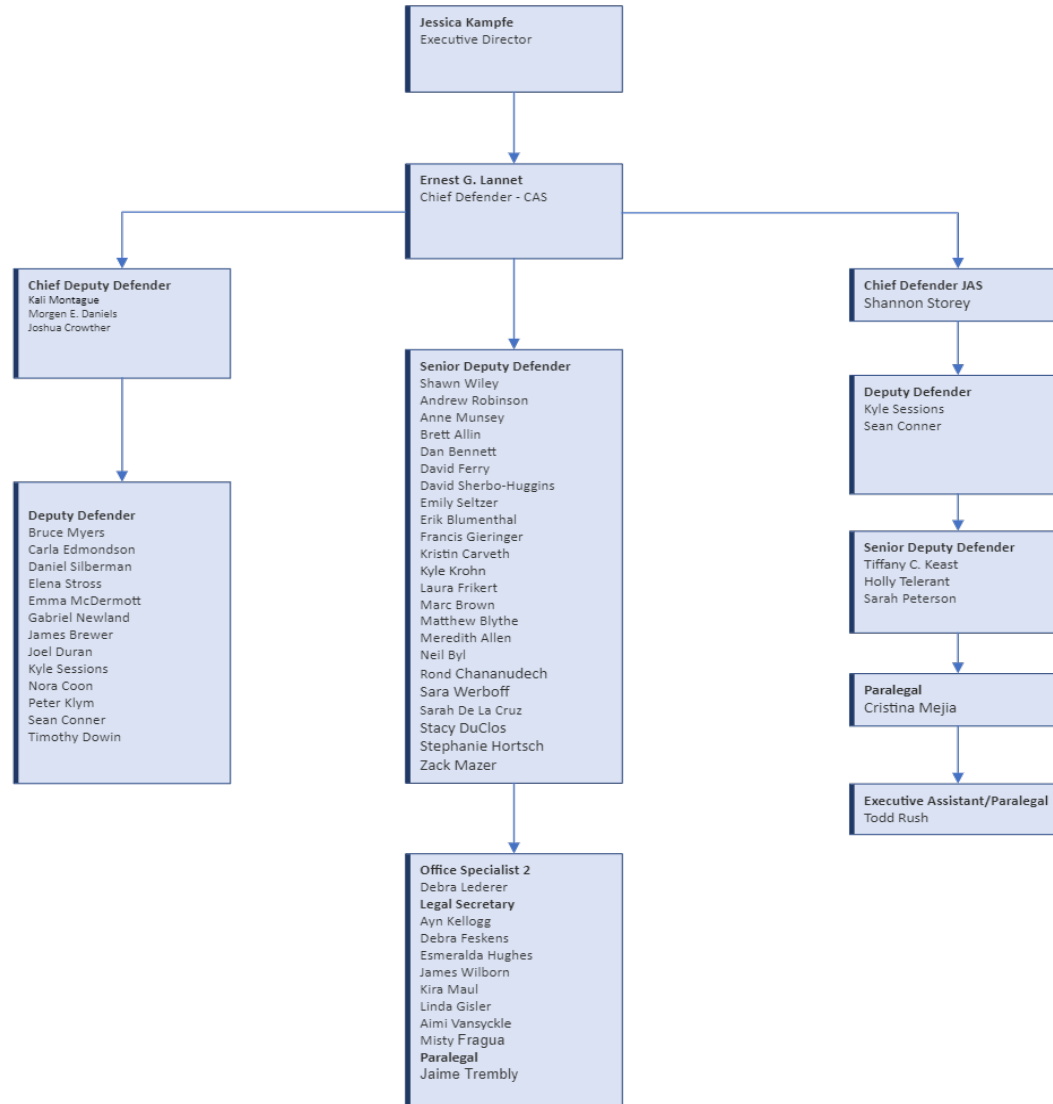
Appendix E: Organizational Divisions

Executive Services Division

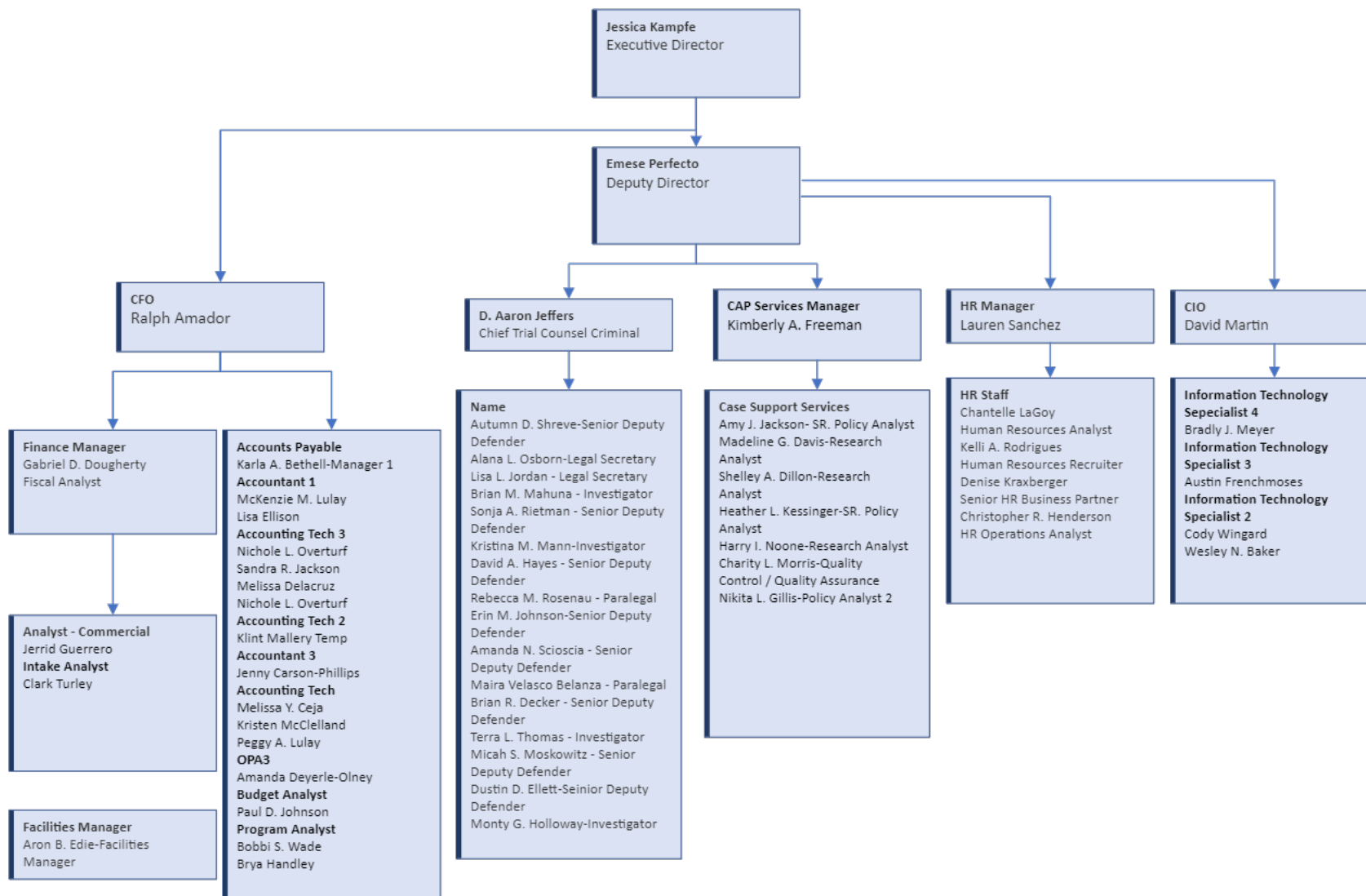
*The agency is in the process of updating the organizational charts. Consider these approximate.



Appellate Services Division



Administrative Services Division



Compliance, Audit, and Performance Division

