

Public Defense Services Commission

Remediation Plan

**Joint Public Safety
Subcommittee**

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Chair Jennifer Nash
Public Defense Services Commission

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Remediation Plan Goal

Restore credibility in the Commission as an efficient and effective administrator of Oregon's public defense system by stabilizing agency administration.

Ensuring constitutionally competent and effective legal representation for persons eligible for a public defender.

Identify issues by type and theme

Issues by Type

- Remediation Plan
- Unrepresented Crisis
- Delivery Reform (SB 337)
- Long Term Planning

Remediation Issues by Theme

- Oversight and Leadership,
 - Agency Remediation,
 - Efficiency and Effectiveness,
 - Accountability and Transparency.
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Oversight and Leadership

- Cultivate a unified relationship between the Commission and the agency with clearly defined roles and authority.
 - Provide Commission oversight in addressing issues within the public defense system.
 - Demonstrate decisive leadership and decision-making.
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Agency Remediation

- Perform a gap analysis to assess where goals are being met and identify needs (i.e., positions/expertise, IT deficiencies, agency coordination).
 - Review and update statutes, policies, and procedures that govern the commission and agency.
 - Adhere to standard budgeting, financial management, and accounting practices.
 - Adhere to hiring and human resource management professional standards, including providing an accurate and updated organizational chart, competitive recruitments, up-to-date job descriptions, and performance reviews.
 - Adhere to state government procurement practices, including competitive contracting processes.
 - Improve agency culture and morale to become an employer of choice.
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Efficiency and Effectiveness

- Ensure programs and activities are coordinated and operated efficiently and effectively.
 - Procure and implement a financial and case management system that allows for more efficient financial processing and collection of statewide data relating to caseloads and case-related activities.
 - Use data for forecasting, procurement, budgeting, quality control, and performance management in a manner that allows quantitative decision-making.
 - Ensure vendor payments are accurate and timely to meet state standards.
 - Develop and adopt a mission-driven strategic plan centered on a regulatory agency focused on persons eligible for public defense services.
 - Develop processes for internal quality control reviews and auditing capabilities.
 - Implement internal data analytics capability beyond reporting to include research and complex data analysis.
 - Evaluate current data security and independence.
 - Evaluate the current IT structure and identify needs.
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Compliance, Audit, and Performance

- Develop a Compliance, Audit, and Performance program plan that can independently monitor, measure, and report on the quality of public defense being provided by PDSC.
 - Develop standards for public defense providers based on national best practices and take into consideration meaningful measurement of representation quality and performance.
 - Develop processes for external quality control reviews and auditing capabilities.
 - Employ processes to enforce quality control measures and provide remediation to those below standards, including training and policy review.
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Accountability and Transparency

- Demonstrate accountability for taxpayer money by adhering to a legislatively approved budget and following legislative direction.
 - Build relationships and break down silos with public safety partners, stakeholders, and other state agencies.
 - Create a standard, transparent and accountable complaint process.
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Progress Report

Oversight and Leadership

- Strengthening relationship between agency and Commission.
- Commission created Right to Counsel subcommittee to focus on unrepresented and delivery.
- Remediation Plan Creation.

Agency Remediation

- Gap analysis in progress.
 - Policy writing and prioritization.
 - Adopted and using standard budget and accounting practices.
 - New HR Director updating organizational chart.
 - Open recruitment for attorney positions and communications specialist.
 - Working with DAS on procurement.
 - All staff with Ascent on Oct. 31st.
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Progress Report

Efficiency and Effectiveness

- FCMS: Contracted with IT procurement consultant to create FCMS RFP and a streamlined procurement process.
- Vendor payments under 30 days.
- Hired Internal Auditor.
- Creating Audit plan informed by the remediation report.
- Compliance, Audit, and Performance
 - CAP Manager hired and developing CAP plan.

Accountability and Transparency

- Rebalance request coming to short session, all within current resources.
 - Working closely with OJD on unrepresented crisis.
 - Management Conference with providers including opportunities to connect directly with staff and answer questions.
 - In process of hiring communications specialist to increase transparency and ensure clear and consistent communications.
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Next Steps

Agency Work

- 10-point plan for each issue.
- Gap analysis
- RACI Chart
- Audit Plan
- Organizational Chart
- FCMS RFP

January Legislative Days

- Remediation Plan II
 - Internal Audit Function Report
 - Quality Management Plan
 - FCMS Status Report
 - Any requests for SPA access or additional resources will be based on remediation plan and needs identified through gap analysis.
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