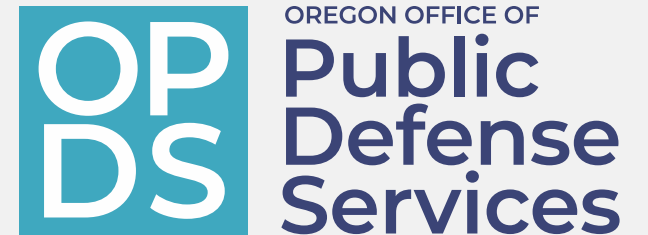# Oregon Office of Public Defense Services

Joint Committee on Information Management and Technology

May 10th, 2023

Jessica Kampfe, Executive Director
Jessica.Kampfe@opds.state.or.us

OPDS

OREGON OFFICE OF
Public Defense Services
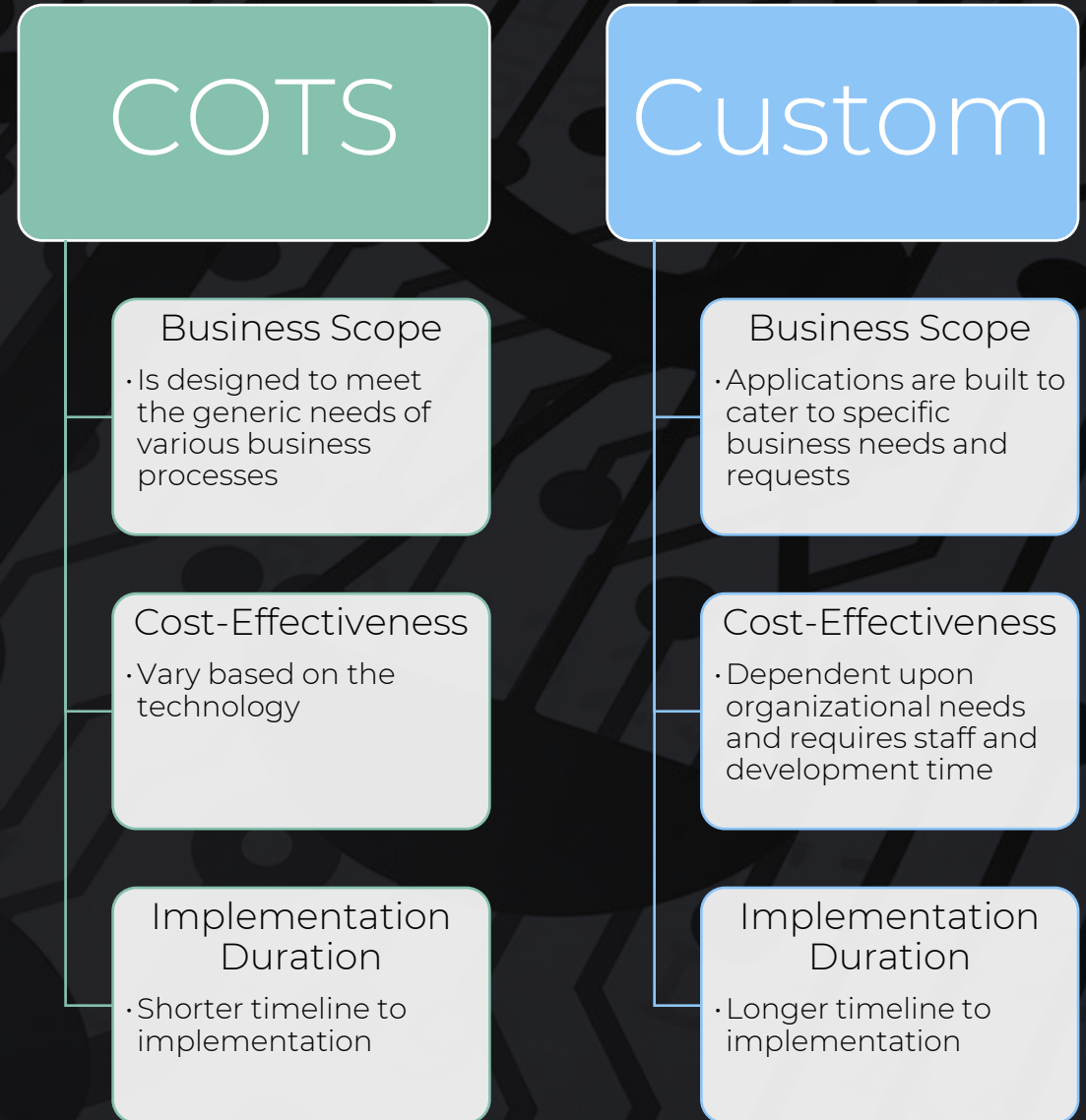
PDSC FCMS Project Background

Project Efforts

- Project implementation efforts (2017-Present)

- Stakeholder outreach (2019-Present)

- Business modernization

- System requirements analysis

- Development of project materials

- Procurement of quality assurance

Oregon Public Defense System Issues

- Lacking transparency, oversight, and accountability

- Fractured public defense system

- Lacking technical solutions to process, analyze, and report on public defense outcomes

- Recommendations from the Sixth Amendment Center and the American Bar Association for PDSC to advance the agency's abilities to implement a constitutional system

PDSC FCMS Project Progression

2017 — Eboard funding

2019 — SB 5532 Start project with OJD support

2022 — SB 5202 re-initiate FCMS project

Project Document Refresh

QA Vendor Procured
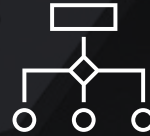
Governing bodies re-established

System Analysis

Project Management

- Project Schedule, Scope and Budget
- Requirements gathering
- Project Management Plan

Publications

- The Sixth Amendment Center
- The American Bar Association

System Vendor

- Roughly 28 potential vendors
- 4-5 Qualified vendors
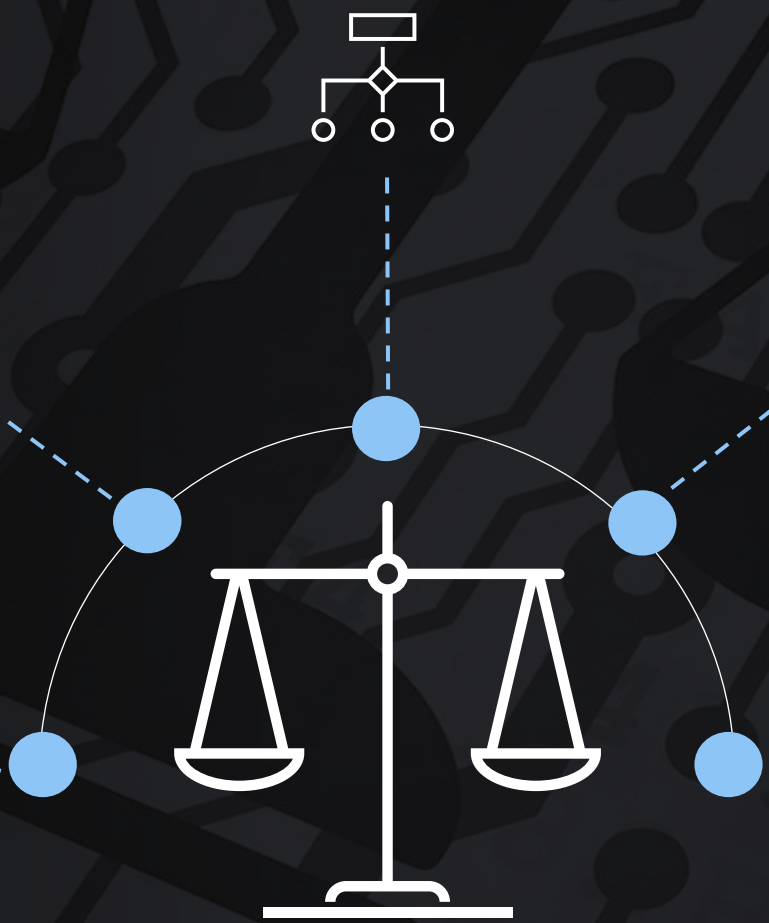- Product analysis
- Implementation strategy

Judicial System

- Analysis of Oregon's public defense
- Constitutional requirements
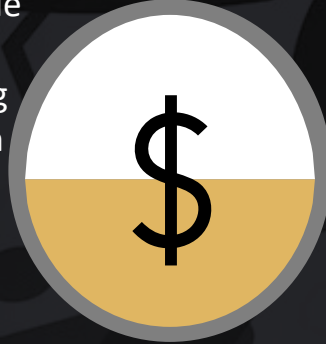
Data & Research

- Data Shares
- Data Management
  - Data Analysis
  - Reporting
  - Caseload Forecasting
  - Auditing

PROJECT SCOPE

FINANCIAL MANAGEMENT
- Attorney/Provider reimbursement claims
- Payment schedule
- Audit functions
- Payment tracking
- Paperless system

CASE MANAGEMENT
- Comprehensive data collection
- Attorney qualifications
- Attorney caseload
- Attorney contract oversight
- Timekeeping

REPORTING
- System canned reports
- System ad hoc reports
- Direct DB access via PowerBI for custom reporting
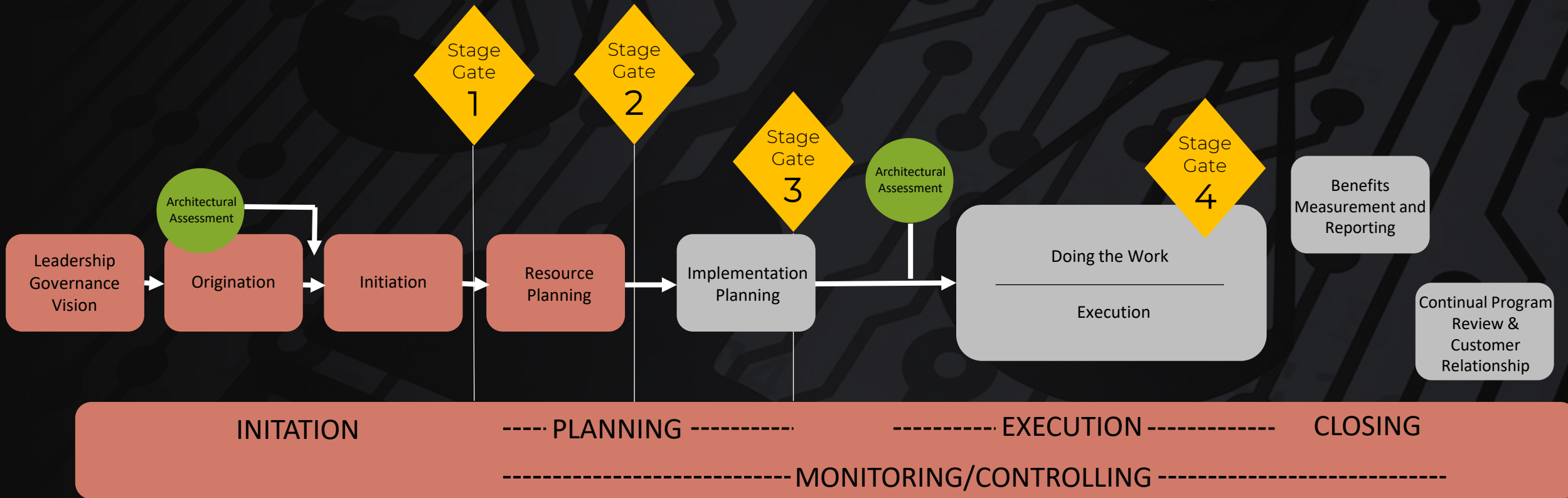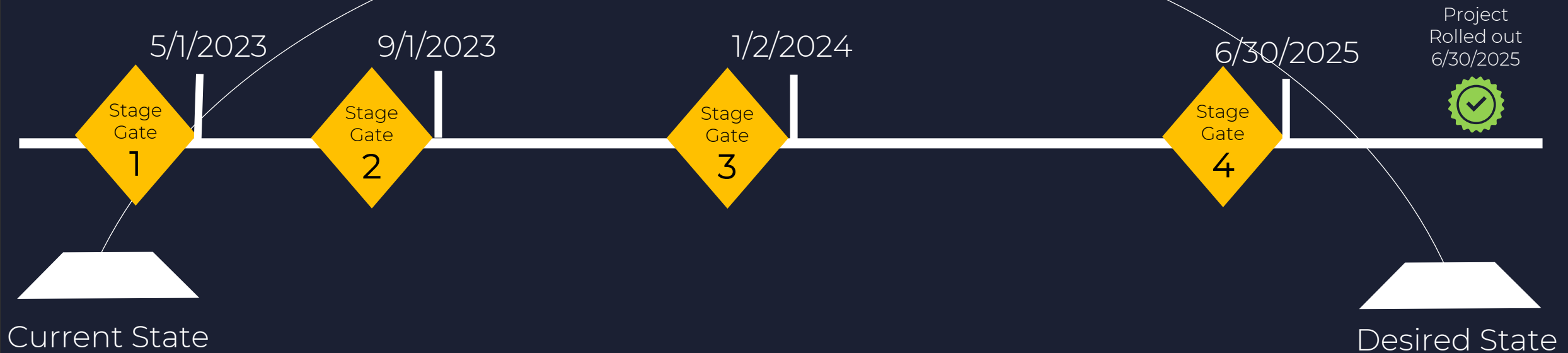
Internal Users
- PDSC staff

External Users
- Contract Public Defense Providers

Joint EIS/LFO Stage Gate Oversight – Functional Reference Model

FCMS Project Governance

Project Team

- Identify project goals, needs, and scope
- Planning, monitoring, and documenting tasks throughout the project
- Ensuring all tasks, deliverables, and project materials are delivered promptly
- Managing all resources necessary for project execution
- Fostering effective communication with stakeholders concerning project status
- Foreseeing and strategically eliminating blockers and potential risks.

Steering Committee

- Monitor and review the project at regular project Steering Committee meetings
- Provide assistance to the project when required
- Control project scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed business requirements and key stakeholder groups
- Recommend approval of project and Component Plans
- Recommend approval of significant changes to project scope or plans
- Review monthly project management reports
- Review draft project policies
- Raise potential issues to executive leadership team and recommendations to Executive Sponsors
- Review QA Reports

Project Team

Steering Committee

Governance Committee

- **Establish** the basis for project governance, approval and measurement —including defining roles and accountability, policies and associated processes.
- **Evaluate** project proposals to select those that are the best investment of funds and scarce resources and are within the PDSC capability and capacity to deliver.
- **Enable** resourcing of projects with staff and consultants, harnessing and managing of business and legislative support and the provision of necessary resources.
- **Define** the 'desired business outcomes' (end states), benefits and value — the business measures of success and overall value proposition.
- **Control** scope, funding, delivered project value.
- **Approve** and monitor project and project schedule.
- **Monitor** the project's progress, stakeholders' commitment, results achieved and leading indicators of failure.
- **Measure** the outputs, outcomes, benefits and value — against both the plan and measurable expectations.
- **Act** to 'steer' the project, remove obstacles, manage/monitor critical success factors and remediate project or benefit-realization shortfalls.
- **Develop** the organization's project delivery capability — continually building and enhancing its ability to deliver more complex and challenging projects in less time and for less cost while generating the maximum value.

PDSC FCMS Business Transformation

PROJECT STRATEGY
Providing internal and external users with a consolidated solution to manage and store case information, submit payment reimbursements, and report on the effectiveness of Oregon's public defense system

EXECUTION ROADMAP
Will support the FCMS project and interested parties with high-level timelines of project progression, and expected results

SOLUTION VENDOR
Will provide PDSC with an effective COTS solution, and ongoing solution support

SPONSORSHIP FRAMEWORK
The FCMS project is supported with a Governance and Steering Committee, with the Governance Committee maintaining approval and ownership of project outcomes

TRANSITION STRATEGY
Focuses on the long-term strategy of PDSCs business transformation. It will support the project in procuring a viable solution that will fit agency needs for public defense related work

CHANGE & ADOPTION
The FCMS project team will utilize the ADKAR methodology to support PDSC through the change and adoption phases required in the FCMS project

PDSC FCMS Quality Assurance

Hittner & Associates procured for Quality Assurance 12/1/2022

Hittner is contracted to deliver the following:

Risk Assessment **Quality Planning** **QA Status Reporting** **Quarterly QC Status Reporting** **Independent Solution Testing***

Hittner & Assoc. Initial Risk Assessment found high risk in the following categories:

Project Status & Health **Schedule** **Scope/Quality** **Resources**

Quality Assurance/Control Support for the FCMS project

Risk Mitigation **Quality Control Review** **Quality Assurance Review**

*At the request of PDSC

Organizational Change Management

The ADKAR Model
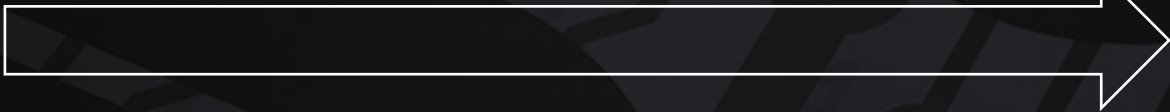
A *Awareness* of the need for change

D *Desire* to support and participate in the change

K *Knowledge* of how to change

A *Ability* to implement required skills and behaviors

R *Reinforcement* to sustain the change

Change management strategy development	Change management activities	Change management elements – ADKAR	Business Results
Assess the change	Communications	Awareness	On time
Assess the organization	Sponsorship	Desire	On budget
Assess sponsorship	Training	Knowledge	Achieve business objectives
Assess risks and challenges	Coaching	Ability	• Lower costs
Design special tactics	Resistance Management	Reinforcement	• Increased revenue
			• Improved quality
Form team and sponsor model			• Return on investment (ROI)
Assess team readiness			

Aligning Change Management with Business Results
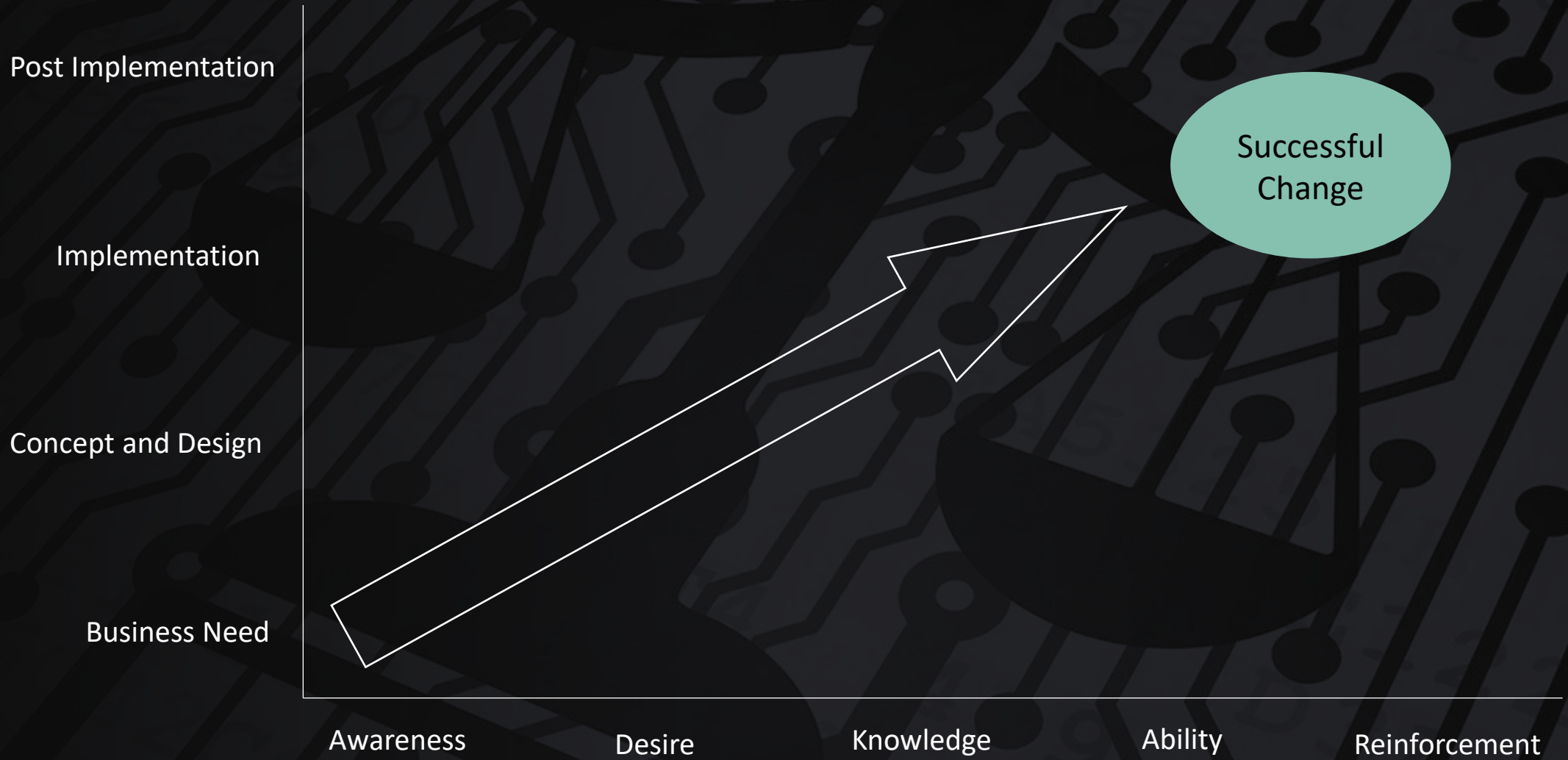
Project Update – March 2023 Status Report

- Project Management hired

- Re-initiation of Governing bodies (Governance and Steering Committees)

- Governance Approved Business case, Project Scope, Cost Estimates, and Project Timeline

- Hiring of iQMS vendor with contracted deliverables being delivered

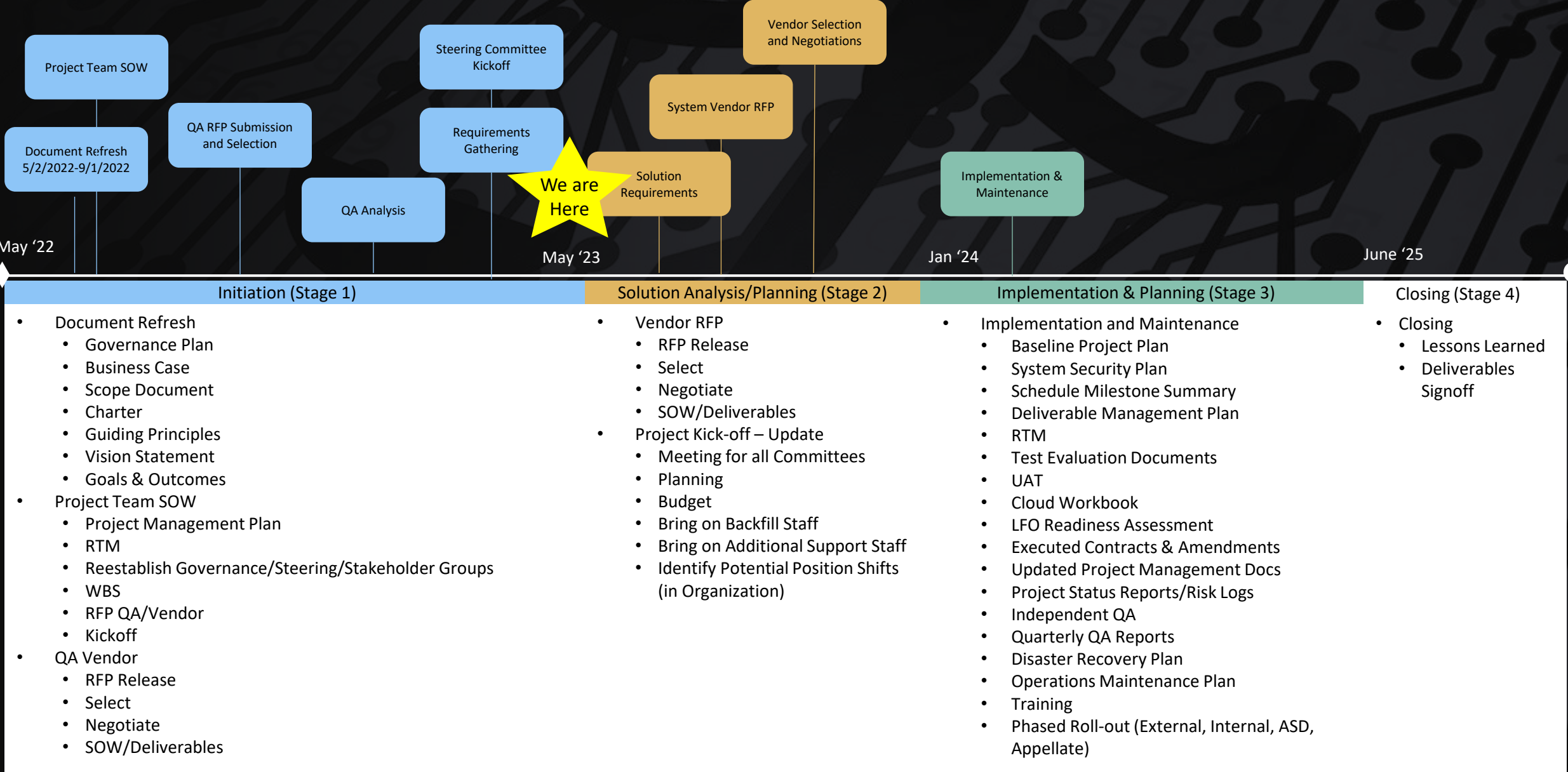| Item	Current Status	Prior Status	Status Notes
Overall Project Status	GREEN	YELLOW	The re-initiation efforts for the FCMS Project are on track and being managed with the Project Management Body of Knowledge (PMBOK) framework. The Public Defense Services Commission (PDSC) has hired two certified Project Management Institute (PMI) Project Management professionals to lead the re-initiation efforts. The Project team began project work on May 2, 2022 and began the document refresh process of all previously written project documentation. The Project team has identified members for the Governance Committee and effectively kicked off the project re-initiation with that group on July 11, 2022. The identification of internal and external steering committee members is underway and primarily identified. Additionally, the Project team found it imperative to create an Information Technology Committee with membership directly appointed to Commission members. The refinement of the FCMS Project Documentation was approved by the Governance committee at the August 2022 meeting. The Project team finalized all QA RFP documentation with the support of DAS to ensure it meets all necessary requirements and was released on September 9, 2022.
Scope	GREEN	YELLOW	The PDSC is to report to the Joint Legislative Committee on Information Management and Technology and the Joint Committee on Ways and Means during the 2023 legislative session on the status of the re-initiation of the planning phase of the FCMS project. The report shall include: a detailed business case, project timeline, and cost estimates. The Commission is to follow the Stage Gate or similar discipline process related to information technology projects, including development of key artifacts and independent quality assurance oversight.
Schedule	GREEN	YELLOW	On track
Budget	GREEN	GREEN	On track
Project Risk	YELLOW	YELLOW	The re-initiation efforts of the FCMS project carry a slight risk to the pending approval for the implementation of the new system. Risks that can be directly attributed to future approval of the FCMS project are stakeholder buy-in, scope, budget and schedule. The PDSC is in desperate need for a system that can manage multiple variables of public defense and the timeline in which this solution is needed is quickly approaching. Since there is currently no budget committed to implementation of a new system, that also poses a larger risk to the project moving to the next stage in the stage gate process, further delaying the overall project. Outside overall project risk, the current potential risk lies with the quality assurance project review. This review could present areas where rework may be warranted, or further documentation. These risks are expected and small and do not cause significant alarm to the overall project progress.

Legend					
G	Project scope, budget and schedule on track. No help needed.	Y	Project Scope, Budget, and/or Schedule at Risk. Plan in place to mitigate, help may be needed.	R	Project Scope, Budget and/or Schedule Impacted. Help is needed.

Project Update - Schedule

Timeline milestones (top):
- Project Team SOW
- Document Refresh 5/2/2022-9/1/2022
- QA RFP Submission and Selection
- QA Analysis
- Steering Committee Kickoff
- Requirements Gathering
- **We are Here**
- Solution Requirements
- System Vendor RFP
- Vendor Selection and Negotiations
- Implementation & Maintenance

Timeline dates: May '22 — May '23 — Jan '24 — June '25

Initiation (Stage 1)

- Document Refresh
  - Governance Plan
  - Business Case
  - Scope Document
  - Charter
  - Guiding Principles
  - Vision Statement
  - Goals & Outcomes
- Project Team SOW
  - Project Management Plan
  - RTM
  - Reestablish Governance/Steering/Stakeholder Groups
  - WBS
  - RFP QA/Vendor
  - Kickoff
- QA Vendor
  - RFP Release
  - Select
  - Negotiate
  - SOW/Deliverables

Solution Analysis/Planning (Stage 2)

- Vendor RFP
  - RFP Release
  - Select
  - Negotiate
  - SOW/Deliverables
- Project Kick-off – Update
  - Meeting for all Committees
  - Planning
  - Budget
  - Bring on Backfill Staff
  - Bring on Additional Support Staff
  - Identify Potential Position Shifts (in Organization)

Implementation & Planning (Stage 3)

- Implementation and Maintenance
  - Baseline Project Plan
  - System Security Plan
  - Schedule Milestone Summary
  - Deliverable Management Plan
  - RTM
  - Test Evaluation Documents
  - UAT
  - Cloud Workbook
  - LFO Readiness Assessment
  - Executed Contracts & Amendments
  - Updated Project Management Docs
  - Project Status Reports/Risk Logs
  - Independent QA
  - Quarterly QA Reports
  - Disaster Recovery Plan
  - Operations Maintenance Plan
  - Training
  - Phased Roll-out (External, Internal, ASD, Appellate)

Closing (Stage 4)

- Closing
  - Lessons Learned
  - Deliverables Signoff

Project Update - Budget

(in terms of General Fund)	Up to House Bill 5045 (2023)			Including House Bill 5045 (2023)		
	Budget	Forecast	Variance	Budget	Forecast	Variance
Financial and Case Management System	$743,588	$370,832	($372,756)	$268,588	$370,832	$102,244
All other ASD sections	$13,393,453	$13,146,775	($246,678	$13,393,453	$13,146,775	($246,678)
Total Administrative Services Div.	$14,137,041	$13,517,607	($619,434)	$13,662,041	$13,517,607	($144,434)

2023-25 Policy Option Package

Project Personnel
- Project Management (OPA 3) – 2.0 FTE (*Post Project positions will be classified as System Analysts (OPA 3)*)
- Business Analyst (OPA 3) – 2.0 FTE
- Database Administration (ITS 4) – 1.0 FTE

System Solution – COTS Implementation only
- $7,472,009 General Fund (*10% contingency included*)

2024 Legislative Session
- The FCMS Project team will report to the Legislature during the 2024 Legislative session to provide a finalized contract value.

2025 Legislative Session
- PDSC will request the remaining project implementation costs which are projected to be approximately $3 Million General Fund.

Total Project Value is estimated to be *$10,093,102.80*

COMMERCIAL OFF THE SHELF (COTS) - ESTIMATE

	COTS / Single-Solution Provider Solution						
	2023-2025 Biennium			2025-2027 Biennium			Total
Item	July 2023- June 2024	July 2024-June 2025	Biennium 2023/25	July 2025-June 2026	July 2026-June 2027	Biennium 2025/27	
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
OPDS 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 - OPDS (2- OPA 3/1- ITS4)	$ 466,687.00	$ 466,687.00	$ 933,374.00	$ 466,687.00	$ 466,687.00	$ 933,374.00	$ 1,866,748.00
Training - Vendor/OPDS	$ 200,000.00	$ 200,000.00	$ 400,000.00	$ 30,000.00	$ 10,000.00	$ 40,000.00	$ 440,000.00
Travel - Vendor/OPDS	$ 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**

Thank you