



Oregon Public Defense Commission

IT Strategic Plan

Message from the OPDC CIO

It is with great pleasure that I share with you the Oregon Public Defense Commission Information Technology Strategic Plan 2025 – 2031. This is a key element toward achieving “IT Excellence” within our organization.



This plan was developed through the powerful collaboration made possible by the many leaders who serve in this agency. The result of their collaboration has made possible a mission-driven achievable plan that positions our technology environment to address the critical areas of interoperability, sustainability, and security.

Looking forward, we must acknowledge that technology is a rapidly changing environment. The continuous thoughtful review of this IT Strategic Plan allows us to be adaptable to sustain our operational and strategic objectives. It also provides alignment to the state’s Enterprise Information Services (EIS) IT governance.

It is critical that Information Technology both aligns with business goals as well as create measured business value. This plan tells the story of how IT supports those goals and initiatives.

David M. Martin

IT Supports the Oregon Public Defense Commission Mission and Vision

Oregon Public Defense Commission

Mission



Vision

The Oregon Public Defense Commission’s mission to continually enhance the statewide defense system to deliver highly skilled, independent, timely, and client focused representation to eligible persons.

The Oregon Public Defense Commission is a guardian of the legal rights and interests of public defense clients and a champion for effective public defense services.

Our mission & vision helped determine
OPDC IT’s guiding principles

OPDC IT

Mission



Vision



Values

OPDC IT provides robust, sustainable, and secure technology solutions, fostering connection and collaboration for OPDC and its partners.

To empower the Oregon Public Defense Commission with digital transformation.

Integrity: We are accountable, transparent, and fair.

Collaborative: We choose to partner first, to coordinate and leverage efforts. We are connected and integrated.

Secure: We have a smart, effective, efficient, risk-based approach to security. We are prepared and resilient.

Innovative: We provide the information and tools to enable innovative problem solving.

People: We find strength in our differences and foster a culture of unity.

OPDC IT Vision

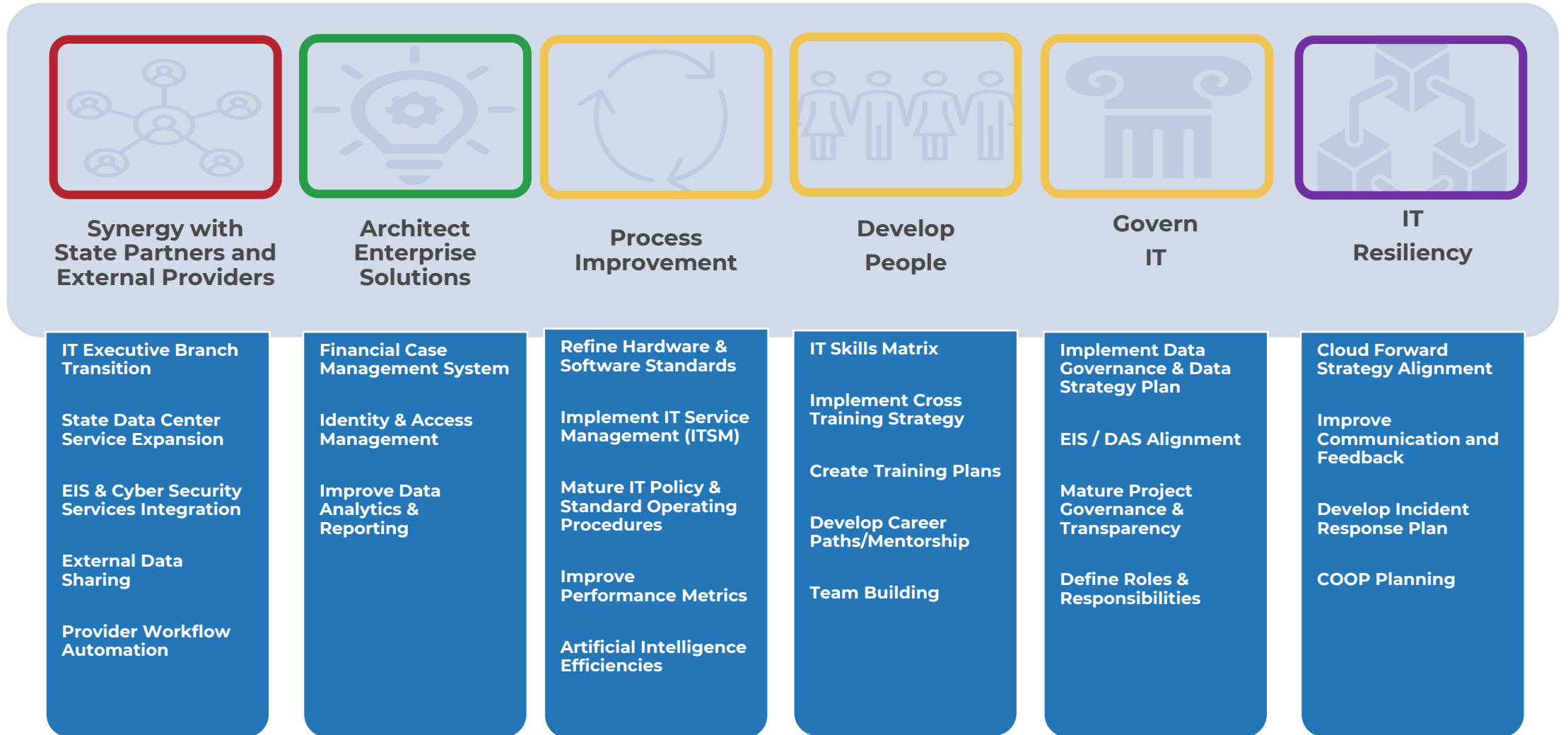
To empower the Oregon Public Defense Commission with digital transformation.

OPDC IT Mission

Deliver resilient, sustainable, and secure technologies to achieve interoperability, information sharing, and unity of effort for OPDC and its partners.



OPDC IT Strategic Initiatives



Top 10 Key Initiatives Achieve Three Main IT Goals

Business Value

Building strong relationships with State Partners, External Providers, and the State Enterprise Information Services.

We will focus on business processes that are manual process heavy or prone for error. We will work to modernize, automate, and digitize those processes where possible.

We will focus on improving our service desk and application service level and measure results using Info-Tech's End-User Satisfaction diagnostic.



Synergy with State Partners and External Providers

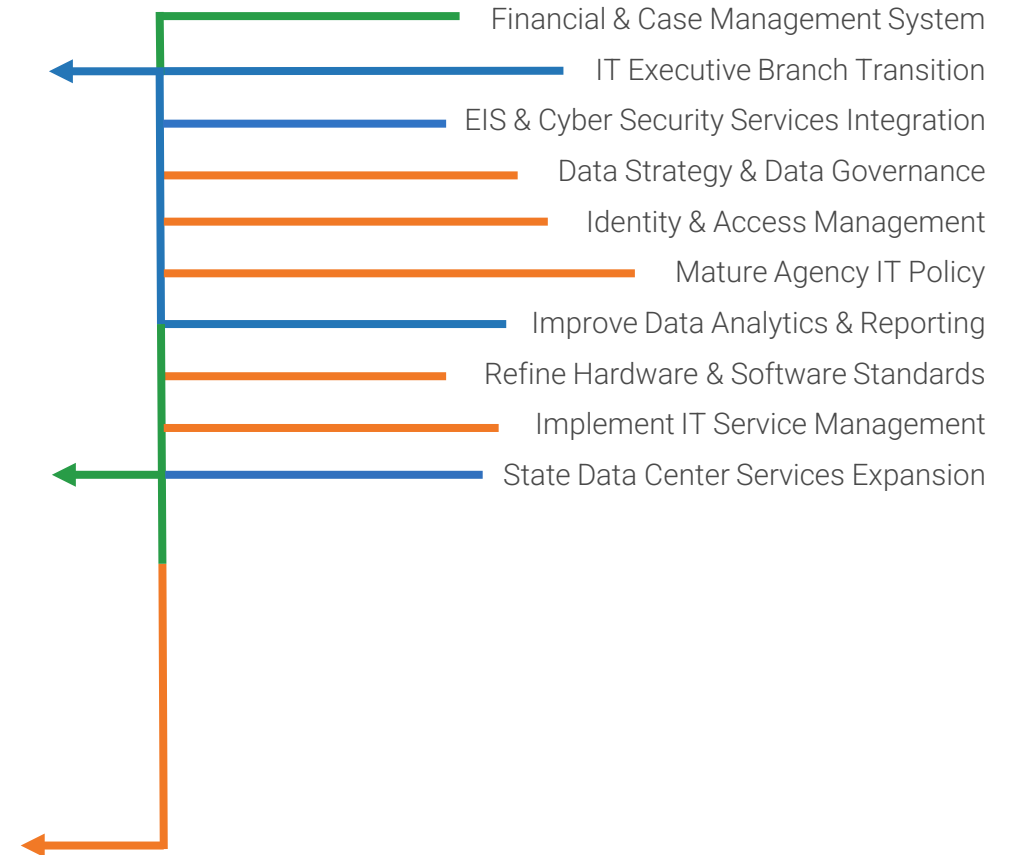


Architect Enterprise Solutions



Process Improvements


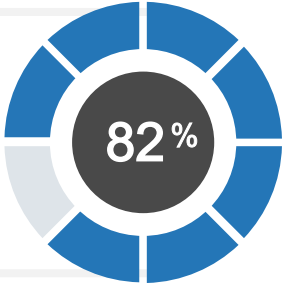

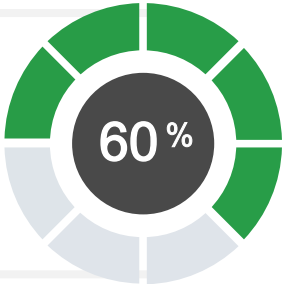
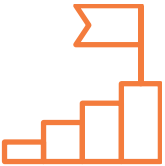
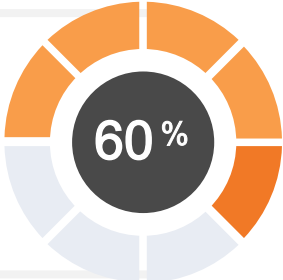
Key IT initiatives by Priority



All Business Goals are Supported by OPDC IT Initiatives

Agency Goal	IT Initiative
End the Unrepresented Persons Crisis	<ul style="list-style-type: none">• Financial & Case Management System• Improve Data Analytics & Reporting
Improve Provider Relationships	<ul style="list-style-type: none">• Provider Automation Workflows• Improve Communication and Feedback
Cultivate Operational Excellence	<ul style="list-style-type: none">• Implement IT Service Management• Identity & Access Management• Refine Hardware & Software Standards• Mature IT Policy & Standard Operating Procedures
Finalize Integration with the Executive Branch	<ul style="list-style-type: none">• IT Executive Branch Transition• State Data Center Service Expansion• EIS & Cyber Security Services Integration

IT goals will be measured against projected targets for the four agency KPMs

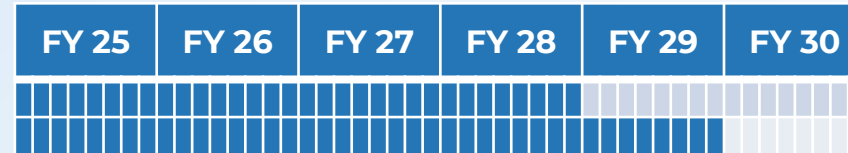
Agency KPMs		IT Target	
 <div>Synergy with State Partners and External Providers</div>	Customer Satisfaction (KPM #2)	Increase IT Satisfaction Scorecard in FY25	
 <div>Architect Enterprise Solutions</div>	Trial Level Representation (KPM #4)	Complete Financial Case Management (FCMS) Project Stage Gate 4 Completion by end of 2027	
 <div>Process Improvements</div>	Appellate Case Processing (KPM #1) Best Practices for Boards & Commissions (KPM #3)	Complete Financial Case Management (FCMS) Project Stage Gate 4 Completion by end of 2027	

OPDC IT Initiative Roadmap

01) Business Support

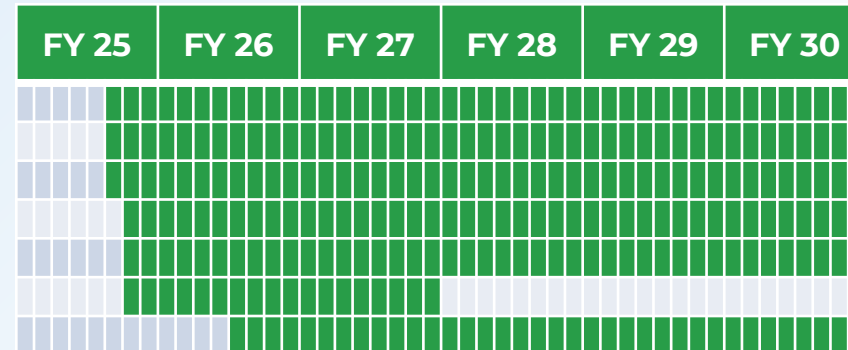
IT Executive Branch Transition

Improve Data Analytics & Reporting



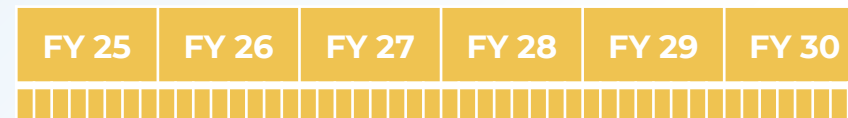
02 IT Excellence

- EIS & Cyber Security Services Integration
- Data Strategy & Data Governance
- Identity & Access Management
- Mature Agency IT Policy
- Refine Hardware & Software Standards
- Implement IT Service Management
- State Data Center Services Expansion



03) Innovation

Financial Case Management System



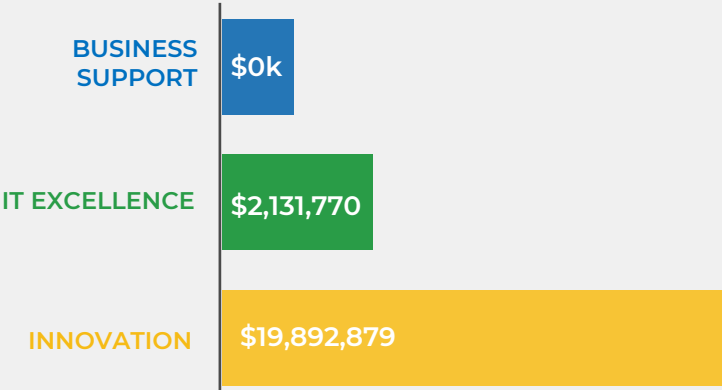
Key IT Initiatives Estimated Budget Cost

	IT Initiatives	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
1	IT Executive Branch Transition	\$0	\$0	\$0	\$0	\$0	\$0
2	Improve Data Analytics & Reporting	\$0	\$0	\$0	\$0	\$0	\$0
3	EIS & Cyber Security Services Integration	\$307,262	\$307,262	\$307,262	\$307,262	\$307,262	\$307,262
4	Data Strategy & Data Governance	\$0	\$0	\$0	\$0	\$0	\$0
5	Identity & Access Management	\$9600	\$9600	\$9600	\$9600	\$9600	\$9600
6	Mature Agency IT Policy	\$13,900	\$13,900	\$13,900	\$13,900	\$13,900	\$13,900
7	Refine Hardware & Software Standards	\$0	\$0	\$0	\$0	\$0	\$0
8	Implement IT Service Management	\$15,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
9	State Data Center Services Expansion	\$9533	\$9533	\$9533	\$9533	\$9533	\$9533
10	Financial Case Management	\$1,000,000	\$9,000,000	\$6,700,000	*\$1,064,293	*\$1,064,293	*\$1,064,293

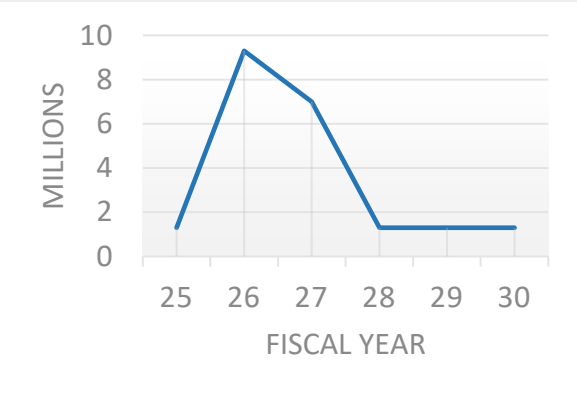
Total Cost

*Based on IT FTE LD estimated costs.
Vendor estimates are unknown at this time.

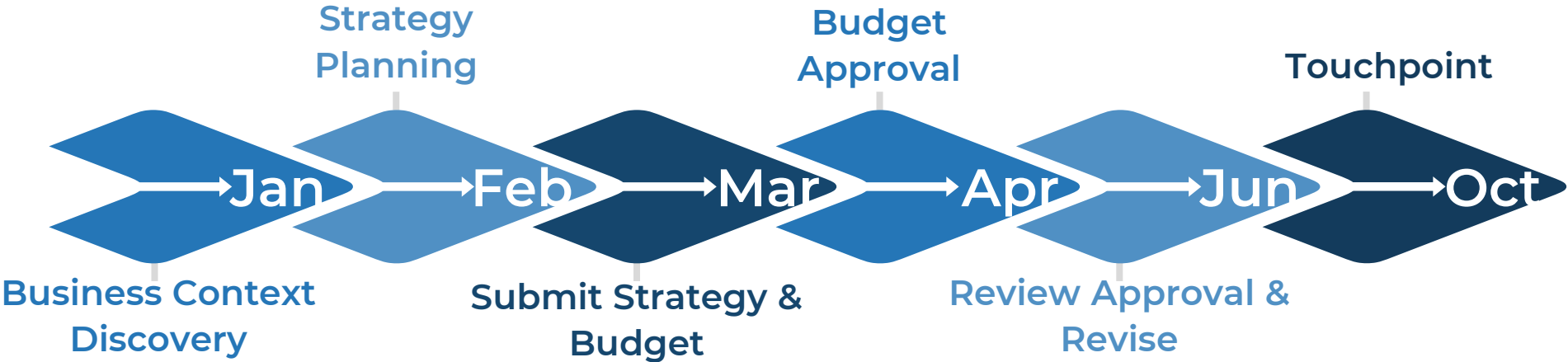
Spend by category



Total spend through the years



Continuous Lifecycle Refresh Strategy



Audience	Scope	Communication Channels	Communication Plan	Date
Management	<ul style="list-style-type: none">Review, Validate, UpdatePrioritization of ObjectivesProject Performance	Presentation PDF Document through Email Work Sessions	Executive Team Meetings	Quarterly
Employees	<ul style="list-style-type: none">Strategy AwarenessStrategy Acceptance	Internal OPDC Employee Onboarding	Email	TBD Based On Significant Updates
EIS Partners	<ul style="list-style-type: none">OPDC Strategy AwarenessStrategy Alignment	PDF Document through Email	ASCIO Meetings	Semi-annually

SWOT: IT implications

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none">• Experienced Leadership• Supportive Workforce & Team• Executive Support• Tools & Core Infrastructure to leverage• Paid Service Provider for many technology stacks (EIS)• Adaptability	<ul style="list-style-type: none">• Funding Limitations• Change resistant• Staffing/Funding limitations presently (team size)• Lack of administrative access to technology
Opportunities (External)	Threats (External)
<ul style="list-style-type: none">• Technology Advancement• EIS – Leveraging EIS to the fullest extent possible• Leveraging Executive/Business Partners• Cloud Solutions & Data	<ul style="list-style-type: none">• Economic Downturn• Public Perception• Bad Actors/Security Threats• Legislative Priorities (Mandatory Regulations) changing focus and resources

PESTLE Analysis

Political	<ul style="list-style-type: none"> • Senate Bill 337 • Open Data & Transparency • Budget is subject to approval by the state legislature, which can impact ability to provide services • Grant & Policy Option Package Initiatives 	<ul style="list-style-type: none"> • Staffing considerations: Address funding for additional staff; Policy Option Packages • Bond Funding • Market rates for legal services to ensure competitive compensation for public defenders 	Economic
Social	<ul style="list-style-type: none"> • Public trust and perception of the justice system • Agency collaboration with State Partners and Enterprise Information Services (EIS) 	<ul style="list-style-type: none"> • “Improve End User Satisfaction” Initiative • Data Analytics to monitor performance • Implementation of advanced case management system to improve efficiency and service delivery 	Technological
Legal	<ul style="list-style-type: none"> • Compliance with state legal standards • Commission set standards in services • Union Factors – Mobile Device distribution/Multifactor Authentication 	<ul style="list-style-type: none"> • Virtualize servers and leverage State Data Center Services • Disaster Preparedness • Focus on a resilient and mobile workforce adaptable to all environmental factor. 	Environmental