

2024 | Oregon Public Defense Commission



**Oregon  
Public  
Defense  
Commission**

**OPDC Financial and  
Case Management System  
Project Charter Version 1.0**

## Signatures

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

Agency Will Complete and Sign Below

Title/Role/Name	Signature	Date
Executive Sponsor Emese Perfecto Deputy Director		
Executive Business Owner Ernest G. Lannet Chief Defender, Criminal Appellate Section		
Executive Director Executive Division Jessica Kampfe Governance Committee		
Chief Financial Officer Ralph Amador Governance Committee		
Chief Deputy Defender Kali Montague Governance Committee		
General Counsel Eric J. Dietrick Governance Committee		
Chief Information Officer David Martin Governance Committee		

## Document Purpose

This document describes the overall project 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) project will afford those efforts to be achieved.

### Revision History

Version	Date	Author	Description/Changes
0.1	7/1/2022	K. Styles	Draft
0.2	4/25/2023	K. Styles	Draft – update project sponsor
0.3	4/28/2024	M Knoblock	Draft – updated scope
0.4	5/25/2024	M Knoblock	Draft- major revisions via DAS
0.5	6/21/2024	L. Edwards	Rewrite
1.0	9/23/24	L. Edwards	Final Copy

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## 1.0 Project Background

Oregon Public Defense Commission's (OPDC) organizational structure has shifted with the requirements of HB 5030 (2021). Previously, the Administrative Services Division (ASD) of OPDC administered contracts for public defense services, and the payment and reimbursement of non-routine expenses (NREs). While 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 A, OPDC Organizational Chart](#)) which now include Executive, Appellate, Administrative Services Division (ASD), and Compliance, Audit and Performance (CAP).

Historically, the agency utilized a series of internally built Microsoft Access databases and Microsoft Excel spreadsheets to manage business processes and store data. Configuration and maintenance of these tools (e.g., databases and spreadsheets) were managed informally. The informal change management process resulted in inconsistent and untenable modifications to the databases and spreadsheets. The lack of integrated tools limited OPDC's ability to monitor or analyze contract data or reimbursements.

Due to the reorganization efforts detailed in HB 5030, proper tools and functionalities have become critical to OPDC. Within OPDC's current technological framework, several divisions continue to fall short. In the absence of a financial and case management system with modern capabilities, this will continue.

The CAP Division will be impacted the most by a new system. This is because its primary purpose is to analyze the compliance of trial level and juvenile (Parent Child Representation Program (PCRP)) contracts, research analytics of public defense outcomes, and conduct internal audits of agency operations and procured services<sup>1</sup>. These functions require a robust, secure, and highly functioning system, and cannot be executed with current technology.

The Financial Case Management System (FCMS) project will replace OPDC's end of life, internally built database structure with a cloud hosted, Commercial-Off-the-Shelf (COTS) system. Oregon must have a system that provides timely payments to contractors and providers and can capture comprehensive data on public defense. The FCMS will also afford the agency the ability to produce detailed and structured reports, as requested by the legislature and recipients of public defense services.

OPDC's goal of a transparent and effective public defense model requires modern operational technologies.

## **2.0 Project Purpose and Business Justification**

OPDC seeks to replace their antiquated, internally built and supported, financial and case management tools with a Commercial Off-the-Shelf (COTS) integrated technical solution. The intent of this project is to automate data entry, to provide consistent data collection, and to take advantage of vendor sponsored enhancements. The technical solution will provide the ability to:

- Create a centralized link between accounts receivable, accounts payable, contracts, and case management
- Produce financial and case performance metrics through a centralized and integrated system
- Assess case activities and outcomes while maintaining attorney/client confidentiality
- View staff/contractor engagement in actual time
- Enhance transparency, and accountability through a data driven, interactive internal and external partnership
- Audit compliance with statutory and constitutional requirements

### **2.1 Objectives**

The Financial and Case Management System (FCMS) Project will allow OPDC to improve its business processes through the implementation of a streamlined technical system. The system will facilitate the collection of data related to public defense services, which are provided by contractors and OPDC staff. The data collected through the FCMS will improve the agency's ability to provide performance metrics and adhere to data and reporting standards (See Appendix A).

### **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. ([\*\*Appendix B\*\*](#), *Financial & Case Management System Total Proposed Budget*)

## 4.0 Scope

Included in Project Scope
<b>Financial Management</b>
<ul style="list-style-type: none"><li>• Attorney/Provider reimbursement claims</li><li>• Payment schedule</li><li>• Audit functions</li><li>• Payment tracking</li><li>• A completely automated paperless vendor payment system</li></ul>
<b>Case Management – Trial Practice (internal / external providers)</b>
<ul style="list-style-type: none"><li>• Comprehensive Data Collection</li><li>• Non-Contracted legal work</li><li>• Case milestones (pretrial information, conditions of release, investigation practices, expert consultation, motions filed, and plea offers)</li><li>• Basic event data</li><li>• Case information (client demographics, initial charge(s), pretrial release/detention decisions, motions filed, expert consults, pleas offered, disposition, and sentencing)</li><li>• Attorney qualifications</li><li>• Attorney caseload</li><li>• Attorney contract oversight</li><li>• Calendaring</li><li>• Redacting</li><li>• Digital evidence storage (including video, jpeg, and audio files)</li><li>• Multiple address, email, and phone number storage</li><li>• Client locating system (in jail, out of custody, at the Oregon State Hospital (OSH), in prison)</li><li>• Auto populate eCourt data and basic case information</li><li>• Notes functionality</li><li>• Document generation for a case (standard templates for documents they file and letters for phases of the case)</li><li>• Document Management and Automation</li><li>• Data share agreement with Oregon Judicial Department (OJD)</li><li>• Data share with Department of Administrative Services (DAS) RStars system for vendor payments</li><li>• Data migration for data elements in the FCMS (OPDC/Provider as applicable)</li><li>• Document, audio, and video management and storage for case discovery / court exhibits (i.e., short term / long term storage dynamics to be determined through course of project)</li><li>• End user training of the FCMS for OPDC and Providers</li><li>• Accessibility to authorized internal and external users</li></ul>



<ul style="list-style-type: none"> <li>• Internal email / instant messages for communications within FCMS</li> <li>• Integration with Microsoft communication systems and FCMS</li> <li>• Review of all duplicated forms and ancillary systems for in scope work and or deprecation for future phases</li> <li>• Development and negotiation of new contracts with providers</li> <li>• Management of the legal contractual dynamic between OPDC and vendors</li> <li>• Identification of contract rates for providers</li> </ul>
<p><b>Case Management – Appellate Division</b></p> <ul style="list-style-type: none"> <li>• Standard case document generation (letters, orders)</li> <li>• Case Details</li> <li>• Case Processing</li> <li>• Client and case type searches</li> <li>• Document Management and Automation</li> <li>• Comprehensive Data Collection</li> <li>• Attorney Caseload</li> <li>• Attorney Oversight</li> <li>• Conflict search and identification</li> <li>• Appointment, due date, and event calendars (manual and automated)</li> <li>• Task management</li> <li>• Guided workflow process</li> <li>• Email and communication management</li> <li>• Digital evidence storage (including video, jpeg, and audio files)</li> <li>• Multiple address, email, and phone number storage</li> <li>• Client locating system (in jail, out of custody, at the Oregon State Hospital (OSH), in prison)</li> <li>• Auto populate eCourt data and basic case information</li> <li>• Notes functionality</li> <li>• Ability to create documents with e-signing function</li> <li>• Non-Client contact tracking</li> <li>• Document and form automation</li> </ul>
<p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>• System predefined reports</li> <li>• System ad hoc reports</li> <li>• Direct database access via PowerBI and other platforms for custom reporting</li> </ul>
<p><b>Time Keeping</b></p> <ul style="list-style-type: none"> <li>• Attorney, Non-Attorney, Internal/External Providers</li> <li>• Ability to Track Time by case or client.</li> <li>• All divisions will have the ability to track time in 15-minute increments (Trial, Appellate, Juvenile, etc.)</li> </ul>
<p><b>Excluded from Project Scope</b></p>

- Ability to electronically file circuit or appellate court documents directly from FCMS
- Ability for OPDC to maintain a vendor or
- Ability for OPDC to migrate to an employment relationship with indigent defense Attorneys
- From an agency management perspective: System generated budget projections, payroll management, supply procurement, personnel management
- Preparation and/or presentation of legislative concepts not related to FCMS
- Policy related provisions of public defense services
- Client satisfaction of legal representation
- FCMS system based on artificial intelligence
- FCMS system will not be able to determine whether a person received adequate representation
- New hardware / software not directly related to new FCMS
- Other projects not directly related to the procurement, configuration, and deployment of a new FCMS system

## 5.0 Milestones and Deliverables

TABLE 1 - FINANCIAL & CASE MANAGEMENT SYSTEM HIGH-LEVEL TIMELINE

<b>Planning Phase – Q1 2024 through Q1 2025</b>
• Funding Approved for the 2023/2025 Biennium
• Project Fully Staffed
• Requirements Gathering Complete
• Implementation Vendor Request for Proposal Posted
• Organizational Change Management Strategy & Plan Approved
<b>Execution Phase – Q2 2025 through Q2 2027</b>
• Implementation Vendor Onboarded
• Gap Analysis Completed
• User Training Complete
• Construction Complete
• Go-Live
<b>Closing Phase – Q2 2027 to Q3 2027</b>
• Program Closure

## 6.0 Risks and Assumptions

### 6.1 Risks

Risks identified and rated by the independent integrated Quality Management Services (iQMS) are included in a comprehensive rated report. (See below for the FCMS Project Status rating by Hittner & Associates.)

<b>Project Status &amp; Risk Rating</b>	<b>Risk Rating</b>
Project Health	Medium
Budget	Medium
Schedule	Medium - High
Scope/Quality	Medium
Resources	Medium

<b>OPDC FCMS Project Risks - April 2024</b>				
<b>Risk Rank</b>	<b>Risk ID</b>	<b>Risk Description</b>	<b>Prob</b>	<b>Impact</b>
<b>1</b>	0223-11	There is a risk that project stakeholders will not have the participation needed. For internal stakeholders, the challenge is that they are very busy with their regular responsibilities and coordinating project activities is naturally a challenge. There are also external stakeholders (legal services providers) over whom OPDC has no control with regards to project participation.	70%	High
<b>2</b>	0223-02	There is a risk that as many providers have their own case management system, they may be reluctant to adopt a new system.	60%	High

<b>3</b>	0223-12	There is a risk that the amount of work necessary to release an RFP is greater than planned for by the project. There is a need to review requirements and ensure they have proper input / buy-in as well as being defined at the right level for proposers. Also, review/feedback times from key procurement stakeholders could take longer than normal due to a severe backlog at DAS and DOJ, should assistance from either be requested.	50%	High
<b>4</b>	0223-06	There is a risk that no solutions on the market are sufficient to meet OPDC's needs without significant modification.	50%	High
<b>5</b>	0223-01	There is a risk of a lack of agreement on the needs of external users.	45%	High
<b>6</b>	0223-09	There is a risk that security requirements are not sufficient for this solution as there is very sensitive data involved.	40%	High
<b>7</b>	0223-05	There is a risk that inflationary increases to solution implementation and hosting costs are greater than proposed as part of the FCMS 2023-2025 POP.	40%	High
<b>8</b>	0223-03	There is a risk that due to limited involvement of end users, the system may not adequately serve its intended audience.	35%	High
<b>9</b>	0323-01	There is a risk that a move to the Executive branch could cause less autonomy. OPDC would not be able to use Oregon Judicial Department for certain IT support (e.g., network management, Help Desk, security, etc.) and be required to either use DAS, or hire more personnel.	25%	High

## 6.2 Assumptions

<b>1</b>	FCMS is the official system for OPDC staff and contracted providers.
<b>2</b>	Sufficient staff from OPDC, OJD, and the selected vendor are available to fully support the FCMS project.
<b>3</b>	Decisions are made in a timely manner by the Executive Leadership Team.
<b>4</b>	Project team has the authority to approve deliverables for the project.
<b>5</b>	Project technology complies with information security standards adopted by OPDC, OJD and DAS.
<b>6</b>	Operational Leadership Team will assist in review of formal project documentation.
<b>7</b>	OPDC, OJD, and the selected vendor assist in coordination of interface testing efforts with stakeholders.
<b>8</b>	OPDC, OJD, and Steering Committee participate in FCMS User Acceptance Testing.
<b>9</b>	OPDC team members respond promptly to FCMS correspondence requests; participate in FCMS training; and actively engage in Go-Live activities.
<b>10</b>	Steering Committee respond promptly to FCMS correspondence requests; participate in FCMS training; and engage in Go-Live activities.
<b>11</b>	Oregon Legislature funds the project.
<b>12</b>	External providers must use the FCMS if possible.

## 6.3 Constraints

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:

<b>1</b>	Current technical tools must be maintained until a system is in place for financial management, contract administration, and case data tracking.
<b>2</b>	Limited staffing availability at both OPDC and OJD
<b>3</b>	Project must work with various stakeholders across multiple hybrid schedules (in person, and remote) utilizing MS Teams, and limited OPDC office space.

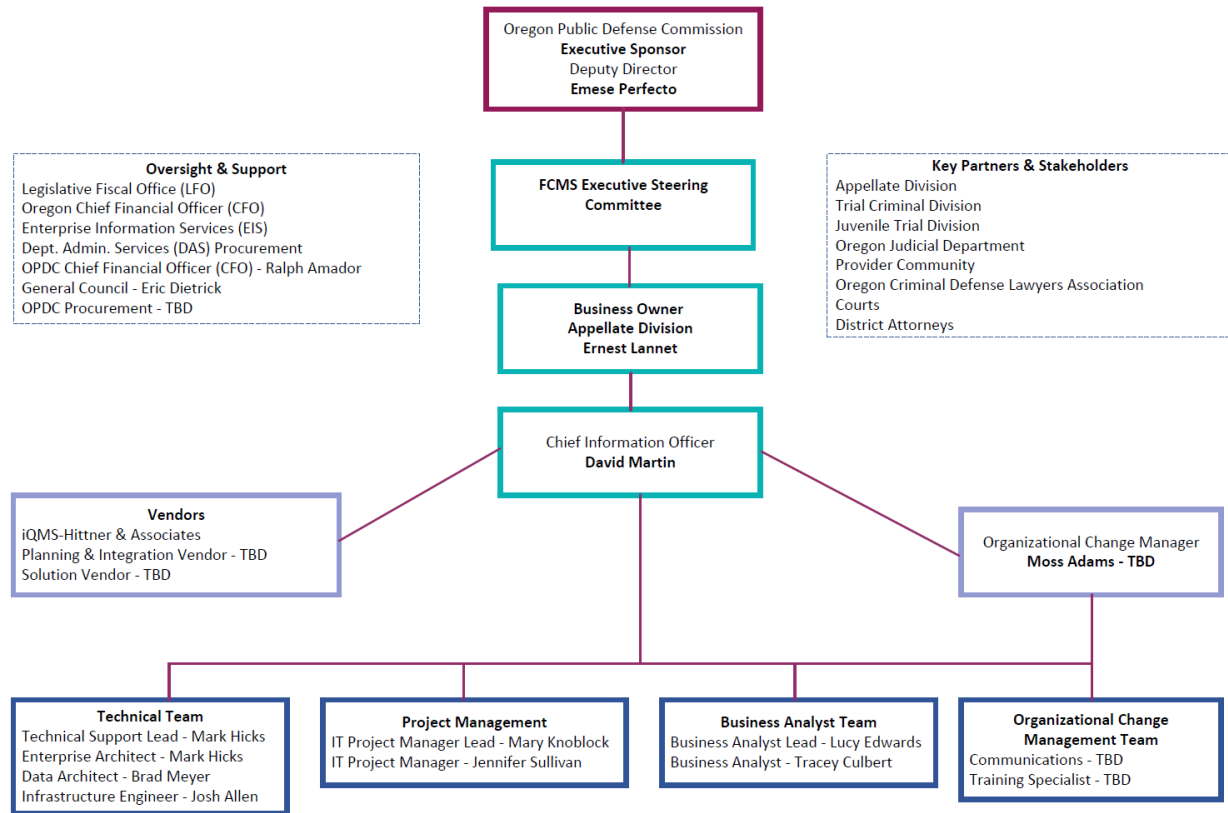
# 7.0 Project Governance

Organization for FCMS is broken down into three main categories:

1. Internal Project Management
2. Oversight Groups
3. Governance and Change Control

Each group is represented by one or more individuals and several groups have internal organization structures. A visual representation of the program organization is included below.

FIGURE 2 - FINANCIAL & CASE MANAGEMENT SYSTEM – PROJECT ORGANIZATIONAL CHART



**Expanded Team:** Agency operational staff will provide subject matter expertise, conduct user-acceptance testing, and perform other activities such as training and instruction activities as part of the project's expanded team. Numbers of employees, timing, and duration of assignment will be determined based on needs of the project.

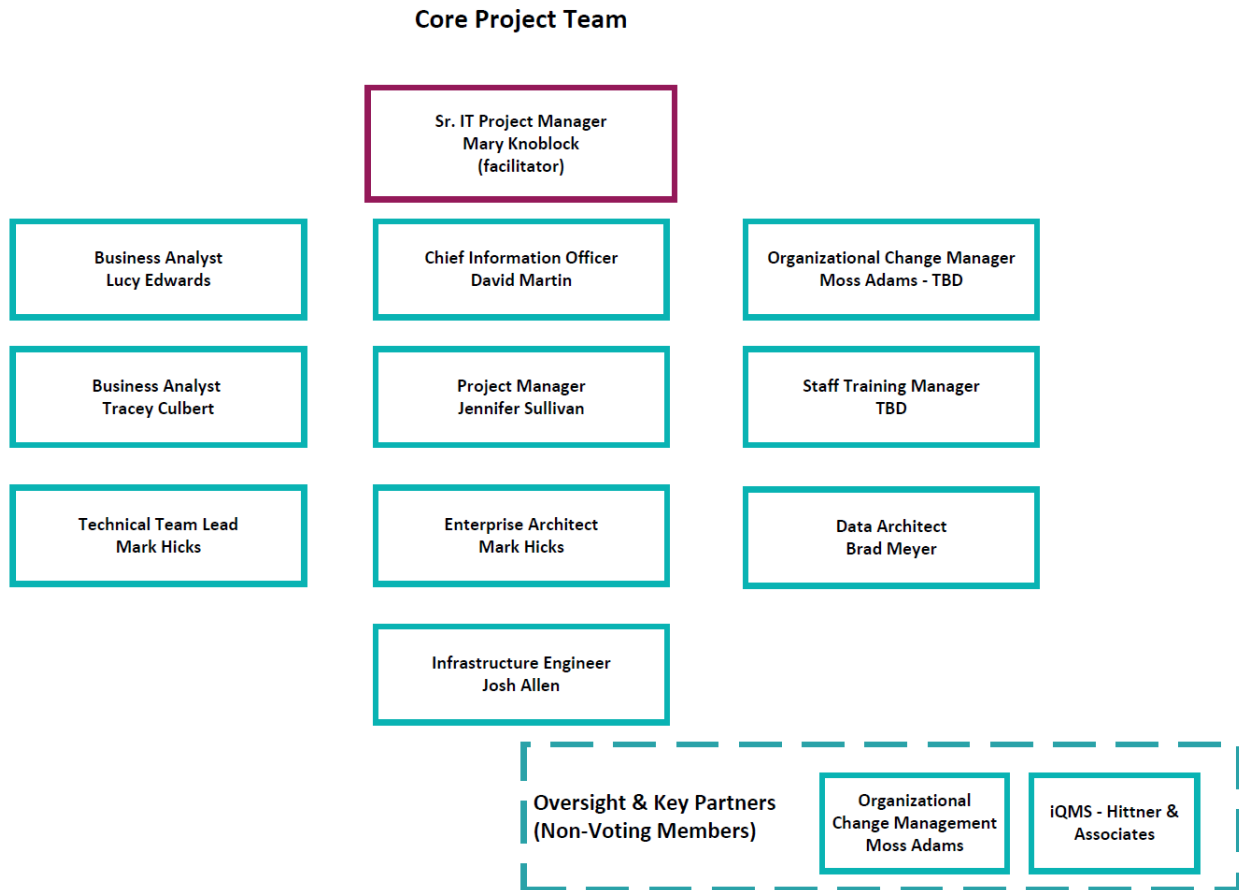


The governance structure for FCMS is based on coordination and increasing levels of decision-making authority. Emese Perfecto is the Deputy Director and Executive Sponsor for the project and will be partnering with OPDC’s CIO, David Martin, and the project’s Business Owner, Ernest Lannet (Chief Defender, Criminal Appellate Section) to make up the Executive Leadership Team

for FCMS. Together they will have the authority to make the decisions that drive the project and will also function as the voting members for the project’s change control process.

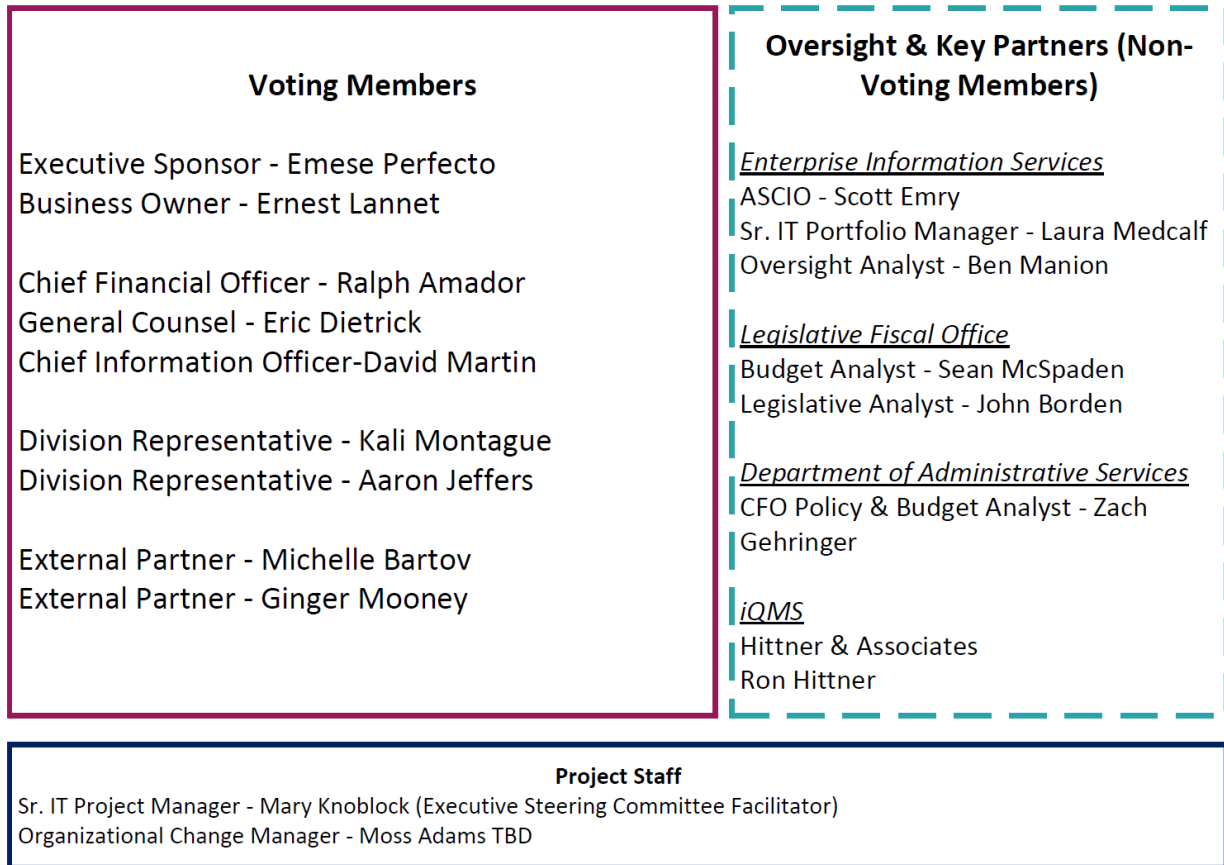
The Core Team is made up of the CIO, Project Manager, oversight groups and key partners as well as the project team Leads as represented in the graphic below. This team will also act as a Change Control Board for changes requiring Level 3 decision making authority.

FIGURE 3 - FINANCIAL & CASE MANAGEMENT SYSTEM - CORE TEAM ORGANIZATIONAL CHART



The Executive Steering Committee (ESC) for FCMS is comprised of internal and external stakeholders. ESC reviews and approves changes requiring Level 4 decision making authority.

FIGURE 4 - FINANCIAL & CASE MANAGEMENT SYSTEM EXECUTIVE STEERING COMMITTEE



The Stakeholder Engagement Committee (SEC) has been organized to ensure all divisions have a voice regarding changes that will impact their work due to FCMS. Members will have the opportunity to strategize around each division’s unique needs.

## 7.1 Internal Project Management

In addition to governance, the FCMS project is organized into various teams based on area of specialty and services provided to the project. Additional internal staff will be added later in the program to include Help Desk Support, Developers, Server Lead and Support, and a Network Lead. The current known internal program management teams include:

1. Project Management Team
2. Technical Services Team
3. Organizational Change Management Team
4. Business Analyst Team



The Project Management Team is responsible for performing and managing the work directly related to program activities. For an in-depth overview of how changes and decisions will be approved and recorded, please reference the Change Request Management Plan (in development).

## 7.2 Oversight

The project has multiple levels of internal and external oversight as described in the table below.

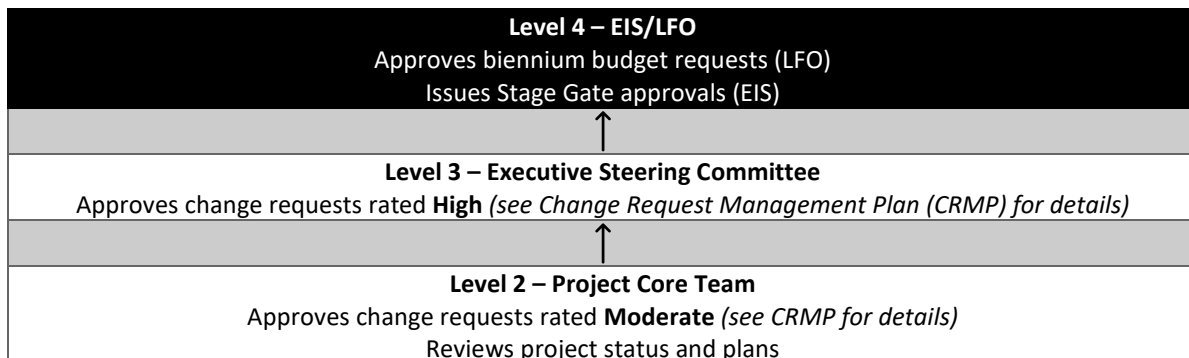
TABLE 2 FINANCIAL & CASE MANAGEMENT SYSTEM OVERSIGHT ROLES & RESPONSIBILITIES

Advisory and External Roles and Responsibilities	
Role	Responsibility
<b>Enterprise Information Services (EIS)</b>	<ul style="list-style-type: none"> <li>- Program quality assurance oversight</li> <li>- Reviews QA documents</li> <li>- Reviews quarterly QA reports</li> <li>- Participates in the Stage Gate review process</li> <li>- Takes direction from the State Chief Information Officer</li> <li>- Responsible for Stage Gate approval</li> </ul>
<b>State of Oregon Legislative Fiscal Office (LFO)</b>	<ul style="list-style-type: none"> <li>- Reviews key foundational documents</li> <li>- Reviews quarterly QA reports</li> <li>- Takes direction from the State Legislature</li> <li>- Reviews and makes recommendations to the Legislature, who has the budgetary authority, regarding funding and timing of funding of the program</li> </ul>
<b>Legal Sufficiency</b>	<ul style="list-style-type: none"> <li>- Business Transactions Section of DOJ’s General Counsel Division represents the Department of Administrative Services (DAS) and provides legal sufficiency review and approval of contract documents for procurements which exceed \$150,000 in value</li> </ul>
<b>Hittner &amp; Associates (iQMS Vendor)</b>	<ul style="list-style-type: none"> <li>- Provides quality assurance oversight</li> <li>- Provides quarterly quality assurance reports</li> <li>- Provides independent reviews of program documentation and processes</li> </ul>

## 7.3 Change Control

The governance structure for the program is based on coordination and increasing levels of decision-making authority. The levels of authority and their primary focus are illustrated below.

TABLE 3 FINANCIAL & CASE MANAGEMENT SYSTEM DECISION-MAKING AUTHORITY LEVELS





**Level 1 – Project Manager Lead**

Approves change requests rated **Low** (*see CRMP for details*)

Monitors individual project schedules and milestone progress

## 8.0 Key Stakeholders

The below table outlines the stakeholders likely to have the greatest impact and involvement in the program. For a complete list of individual stakeholders, please reference the FCMS Project Stakeholder Register.

TABLE 4 FINANCIAL & CASE MANAGEMENT SYSTEM KEY STAKEHOLDERS

<b>Program Roles</b> (as outlined in Section 7.1)	All project roles will participate in the project’s work efforts and will commit varying amounts of time and energy to the success of the project.
<b>Administrative Services Division (ASD)</b>	Administers the operational and financial activities of the OPDC in areas such as Accounting and Purchasing that will be affected by the FCMS.
<b>Appellate Division</b>	The Appellate Division (AD) provides all appellate level representation to those eligible to receive public defense services and changes required by the FCMS in workflow practices can have a direct impact on case outcomes.
<b>Commission</b>	OPDC’s goal is on the assurance that all eligible Oregonians have proper access to effective counsel and the Commissions’ goal is to be achieved through the implementation of a Financial and Case Management System.
<b>Compliance, Audit, and Performance (CAP) Division</b>	The CAP Division specifically will be impacted by a new system as its major functions are to analyze compliance of trial level and juvenile (PCR) contracts, research analytics of public defense outcomes, and conduct internal audits of agency operations and procured services.
<b>Executive Division</b>	The Executive Division is responsibility for the agency’s leadership and governance and has oversight over the performance of the agency and the state’s public defense system that will be reflected within the new FCMS.
<b>Partner Agencies</b>	External portals and integrations will be updated as a result of FCMS and there may be significant changes to how partner agencies access information. Specific partner agencies will be identified during the requirements gathering process.
<b>Public Defense Providers</b>	Will experience significant workflow and business practice changes because of the Financial and Case Management System.

### 8.1 Roles and Responsibilities

This section outlines the various roles that will participate in the FCMS project, along with a general overview of their responsibilities. For more detailed information regarding responsibilities related to specific program activities, please reference the FCMS Project Management Plan and subsidiary plans.

TABLE 5 FINANCIAL & CASE MANAGEMENT SYSTEM PROJECT ROLES & RESPONSIBILITIES

<b>Project Team</b>
<b>Executive Sponsor – Emese Perfecto</b>
<ul style="list-style-type: none"> <li>- Leads the Executive Steering Committee</li> <li>- Controls project funds and is the final decision maker</li> <li>- Champions the project internally and externally with overall accountability for the program</li> <li>- Reviews and approves final schedule baseline and schedule progress reports</li> <li>- Assists with written and visual branding of communications and documentation</li> </ul>
<b>Business Owner – Ernest Lannet</b>
<ul style="list-style-type: none"> <li>- Ensures the project delivers the agreed business benefits</li> <li>- Represents the interests of the business</li> <li>- Advocates for the program internally</li> </ul>

<ul style="list-style-type: none"> <li>- Participates in Risk Management and Executive Steering Committee</li> <li>- Provides input, assessment, and review of the system solution</li> <li>- Key business partner in making project design decisions and removing obstacles</li> </ul>
<b>Chief Information Officer (CIO) – David Martin</b>
<ul style="list-style-type: none"> <li>- Provides technology management oversight to the project</li> <li>- Oversees IT department Project Managers and technical staff involved in the project</li> </ul>
<b>Project Manager Lead (PML) – Mary Knoblock</b>
<ul style="list-style-type: none"> <li>- Leads Project Team and is responsible for planning and executing the project</li> <li>- Oversees activities with contracted services</li> <li>- Works closely with PMs to support in project activities to ensure alignment with program strategy and objectives</li> </ul>
<b>IT Project Manager (IT PM) – Jen Sullivan</b>
<ul style="list-style-type: none"> <li>- Supports PML in program activities, including documentation, plan development, research, and risk and issue management</li> <li>- Maintains program logs and registers and assists with schedule review and maintenance</li> <li>- May be responsible for planning and executing a project within the project</li> <li>- Review, monitoring, and mitigation of risks to the project</li> </ul>
<b>Business Analyst (BAL) Lead – Lucy Edwards</b>
<ul style="list-style-type: none"> <li>- Leads BAs through requirements gathering process and ensures activities are being carried out as planned</li> <li>- Reviews requirements documentation</li> </ul>
<b>Business Analysts – Tracey Culbert</b>
<ul style="list-style-type: none"> <li>- Performs requirements gathering and documentation and business functional testing</li> </ul>
<b>Technical Lead – Mark Hicks</b>
<ul style="list-style-type: none"> <li>- Provides technical guidance to the project</li> <li>- Ensures deliverables meet OPDC technical requirements and standards</li> <li>- Oversees technical work</li> </ul>
<b>Systems Architect – Mark Hicks</b>
<ul style="list-style-type: none"> <li>- Analyzes program legacy and ancillary systems and technology environments to develop system relationship diagrams, technical requirements, and solution selection criteria</li> </ul>
<b>Data Architect – Brad Meyer</b>
<ul style="list-style-type: none"> <li>- Analyzes current legal data management systems and extracts and expresses DOJ needs in the form of requirements, data dictionaries, entity relationships, etc.</li> <li>- Leads management of data and data management system standards</li> </ul>
<b>Organizational Change Manager – Moss Adams</b>
<ul style="list-style-type: none"> <li>- Assess organizational readiness</li> <li>- Prepares stakeholders for solution implementation and associated changes to business processes</li> <li>- Assess progress and feedback from all divisions related to successful change adoption</li> </ul>
<b>Staff Training Manager - TBD</b>
<ul style="list-style-type: none"> <li>- Identifies training needs for IS and business staff</li> <li>- Develops training processes and plans in preparation for solution implementation</li> </ul>
<b>Contracts Analyst – Craig Johnsen, NIGP Consulting</b>
<ul style="list-style-type: none"> <li>- Coordinates with the Oregon Enterprise Goods and Services, Procurements Services to acquire contractual services for the program.</li> <li>- Primarily responsible for reviewing, monitoring, and managing vendor contracts to ensure compliance</li> </ul>
<b>Business Team</b>
<b>Division Representatives – Kali Montague, Annie Borton</b>
<ul style="list-style-type: none"> <li>- Represents the interests of their divisions</li> <li>- Participates in or provides Subject Matter Experts (SMEs) from their divisions to participate in requirements gathering and User Acceptance Testing (UAT) activities</li> <li>- Participates in Stakeholder Engagement Committee and approval of Business Requirements</li> </ul>
<b>Chief Financial Officer (CFO) – Ralph Amador</b>

<ul style="list-style-type: none"> <li>- Organize and develop budget documentation for the project</li> <li>- Communicate with Capital Finance on behalf of the program to obtain reimbursements for program budget expenditures</li> </ul>
<b>Subject Matter Experts (SMEs)<sup>1</sup> – Two assignees per division</b>
<ul style="list-style-type: none"> <li>- Participates in requirements gathering, testing, and training activities</li> </ul>
<b>User Testers<sup>2</sup> - TBD</b>
<ul style="list-style-type: none"> <li>- Participates in User Acceptance Testing activities to ensure business requirements are met</li> </ul>
<b>Super Users<sup>2</sup> - TBD</b>
<ul style="list-style-type: none"> <li>- Experts in the system and project for their role and division</li> <li>- Answers questions and supports end user peers during implementation and post go-live</li> </ul>
<b>End Users - OPDC</b>
<ul style="list-style-type: none"> <li>- Anyone who will use the solution being implemented (including external agencies and other stakeholders outside OPDC)</li> </ul>
<b>Implementation Vendor - TBD</b>
<ul style="list-style-type: none"> <li>- Designs, integrates, develops, tests, and implements a solution that fulfills the program requirements and objectives</li> </ul>
<b>iQMS Vendor Team</b>
<b>Analysts – Hittner &amp; Associates</b>
<ul style="list-style-type: none"> <li>- Coordinates with PML to ensure program is meeting quality guidelines and the appropriate documentation is created and managed effectively</li> <li>- Provides periodic audits of specified program deliverables, documentation, and processes</li> </ul>

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<sup>1</sup> SMEs will be documented in the Stakeholder Register.

<sup>2</sup> User Testers, and Super Users will be identified during the Execution phase of the Program and will likely contain SMEs from original requirements gathering activities.

## 9.0 Project Exit Criteria

Before transitioning the program to Operations and Maintenance (O&M), several milestones must be accomplished, and criteria met. These are meant to ensure the program has met business goals, delivered business outcomes, and completed all required deliverables and that the business is satisfied and accepting of the final product.

Final approval of program acceptance will be obtained from the Program Sponsor and Business Owner. Release notes will be compiled to document the features that are included in the production release, and any documents necessary to validate acceptance of the product and program will be provided to business stakeholders.

Additionally, the following will be performed:

### 1. Quality Control

Quality Control checks will be completed, and a report made available to stakeholders and other interested parties. The process is a direct measurement of the deliverables for acceptance or rejection based on the success criteria defined for the program.

- Check #1 – Security Check
- Check #2 – Outcomes

### 2. Lessons Learned

A Lessons Learned meeting will be conducted and all feedback captured and shared with executive leadership.

### 3. Closing Procurements and Releasing Resources

A final review of all procured work will be completed to validate contractual obligations have been fulfilled. OPDC will work with DAS Procurement to close and release procured resources. Likewise, internal program resources will be released back to normal operations, and any limited duration staff contracts will be released at their pre-approved end date.

### 4. Archive Documentation

Program documentation will be archived using OPDC's content management system in the FCMS folder. Technical artifacts, requirements, documentation, and other items that require strict version control will be finalized.

### 5. Closure Report

OPDC will identify transition points into operations for the program and will document activities that need to be carried out by operations.

### 6. Stage Gate

During the execution phase of each component project of the program, the Program Management Team will begin preparing for EIS Stage Gate 4 endorsement. To meet this endorsement level, the following artifacts may be developed and submitted to EIS:

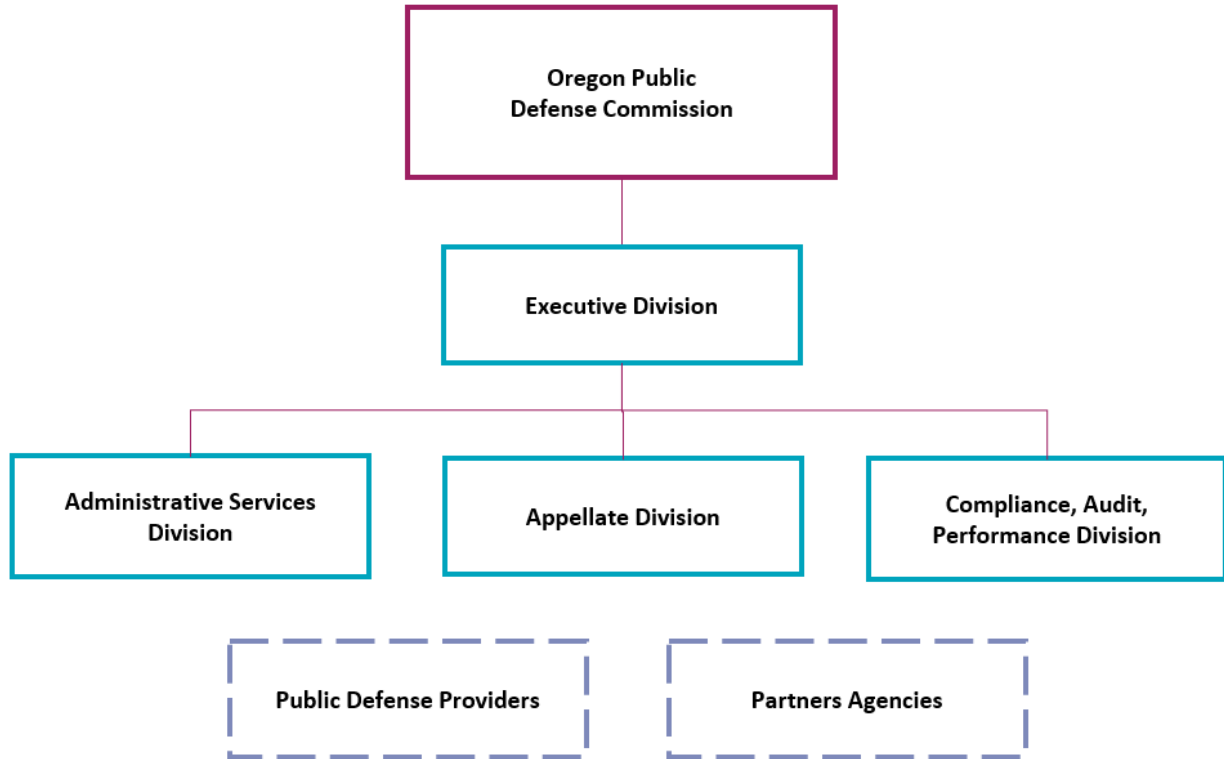
- Test Plan

- Systems Security Plan
- Data Dictionary
- Disaster Recovery Plan
- Operations and Maintenance Plan
- Lessons Learned/Program Close Out Reports

The EIS Oversight Analyst assigned to the FCMS project may request additional documents for submittal as the program nears the Stage Gate.

# Appendix A

## OPDC Organizational Chart





# Appendix B

## FCMS Total Proposed Budget

	2019 - 2021			2021 - 2023			2023 - 2025			2025 - 2027			Grand Total
	FY 2020	FY 2021	AY 2021	FY 2022	FY 2023	AY 2023	FY 2024	FY 2025	AY 2025	FY 2026	FY 2027	AY 2027	
Core Case Management System (CMS) - Vendor	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 800,000	\$ 160,000	\$ 160,000	\$ 320,000	\$ 680,491	\$ 680,490	\$ 1,360,981	\$ 2,480,981
Electronic Content Management - eServices	0	0	0	0	0	0	0	0	0	0	0	0	-
Financial Management System Module	0	0	0	0	0	0	0	0	0	0	0	0	-
Project Management - Vendor	0	122,133	122,133	122,133	122,133	244,266	151,938	151,938	303,875	151,938	151,938	303,875	\$ 974,150
System Architecture	0	13,360	13,360	13,360	13,360	26,720	0	0	0	0	0	0	\$ 40,080
Report Management Configuration / Customization - Vendor / R*STARS	0	0	0	135,000	150,000	285,000	0	0	0	0	0	0	\$ 285,000
Contingency	0	130,857	130,857	130,857	130,857	261,714	130,857	0	130,857	130,857	0	130,857	\$ 654,285
Data Migration Services - Vendor	0	75,000	75,000	245,000	0	245,000	0	0	0	0	0	0	\$ 320,000
Customization/Configuration - Limited - Vendor	0	0	0	125,000	50,000	175,000	50,000	50,000	100,000	50,000	50,000	100,000	\$ 375,000
Network Infrastructure	0	0	0	125,040	0	125,040	0	0	0	0	0	0	\$ 125,040
Implementation / Configuration Services - Vendor	0	100,000	100,000	140,000	0	140,000	0	0	0	0	0	0	\$ 240,000
Internal-Based Hosting	0	0	0	140,000	60,000	200,000	120,000	120,000	240,000	120,000	120,000	240,000	\$ 680,000
Integration Backbone	0	0	0	52,500	52,500	105,000	0	0	0	0	0	0	\$ 105,000
System Hardware	0	0	0	130,000	0	130,000	0	60,000	60,000	0	60,000	60,000	\$ 250,000
Quality Assurance - Vendor	0	196,286	196,286	196,286	196,286	392,571	196,286	0	196,286	196,286	0	196,286	\$ 981,428
Project Management OPDS	0	408,000	408,000	408,000	408,000	816,000	0	0	0	0	0	0	\$ 1,224,000
Technical Team	0	35,000	35,000	50,000	25,000	75,000	0	1,486,606	1,486,606	1,486,606	1,486,606	2,973,212	\$ 4,569,818
Training - Vendor OPDS	0	50,000	50,000	275,000	45,000	320,000	0	0	0	0	0	0	\$ 370,000
Travel - Vendor OPDS	0	35,000	35,000	45,000	5,000	50,000	0	0	0	0	0	0	\$ 85,000
Overhead	0	5,000	5,000	5,000	10,000	15,000	0	0	0	0	0	0	\$ 20,000
Change Management	0	25,000	25,000	80,000	90,000	170,000	50,000	15,000	65,000	50,000	15,000	65,000	\$ 325,000
Long Term Storage of Current Data	0	0	0	0	15,000	15,000	5,000	5,000	10,000	5,000	5,000	10,000	\$ 35,000
<b>Total All Funds</b>	<b>0</b>	<b>\$1,195,636</b>	<b>\$1,195,636</b>	<b>\$2,418,176</b>	<b>\$2,173,136</b>	<b>\$4,591,311</b>	<b>\$ 864,080</b>	<b>\$2,048,544</b>	<b>\$2,912,624</b>	<b>\$2,871,177</b>	<b>\$2,569,034</b>	<b>\$5,440,211</b>	<b>\$ 14,139,781</b>

\* Budget is updated & estimated on 10 year TCO --.50%, to be revisited for Stage 3