



**OKLAHOMA**  
Indigent Defense  
System

# Oklahoma Indigent Defense System

**FY 2027 Budget Hearing Presentation**

**Submitted by: Debbie Maddox, Executive Director**

# Debbie Maddox

## Executive Director



The **Oklahoma Indigent Defense System** implements the Indigent Defense Act by providing trial, appellate, and post-conviction criminal defense services to persons who have been judicially determined to be entitled to legal counsel at State expense. The mission of the System is to provide people who are indigent with legal representation comparable to that obtainable by those who can afford counsel and to do so in the most cost-effective manner possible.

Founded in **1991**, this Agency now encompasses the following divisions:

- Trial Program
  - Non-Capital Trial
  - Capital Trial Norman
  - Capital Trial Tulsa
- Appellate Program
  - Appellate West
  - Appellate East
- General Operations
  - Executive
  - Client Services

# Agency Vision, Mission and Core Values

**Vision:** As a critical component of the Oklahoma criminal justice system, the Oklahoma Indigent Defense System aspires to ensure that all clients are treated with dignity, respect, and compassion as they navigate the legal process. We seek to be a model of professional excellence and integrity, delivering advocacy that matches the highest standards of the legal community. Through innovation, collaboration, and responsible stewardship of public resources, we strive to provide services that are both exceptional and cost-effective. In doing so, we aim to strengthen public trust and promote a more fair, balanced, and equitable system of justice statewide.

**Mission:** To provide people who are indigent with legal representation comparable to that obtainable by those who can afford counsel and to do so in the most cost-effective manner possible.

**Core Values:** Integrity, Accountability, Teamwork, Responsiveness, and Respect.





# Accomplishments

## Top accomplishments for FY 2025 – FY 2026

- 1) Designed a new, efficient, and comprehensive pilot program using existing infrastructure to deliver critical services to a long-ignored and newly endangered client population of non-violent offenders. This program, the OIDS Direct Care program, provides a solution to the breakdown and interruption of services caused by the crisis at Department of Mental Health and other State treatment providers.
- 2) Significantly increased internal training opportunities for staff and attorneys alike. The Training Coordinator spearheaded the effort for presumptive approval from the Oklahoma Bar Association on Agency-sponsored Continuing Legal Education opportunities, which was granted in FY 2026.
- 3) Launched the OIDS Juvenile Division, which will continue to grow in FY27. An experienced Juvenile Division Director has been hired to establish the Division in efforts to provide better training and support to OIDS juvenile attorneys, and, in turn, to our juvenile clients.
- 4) OIDS has performed outreach with state agencies and private entities to grow and maintain inter-agency collaboration. Relationships with OJA, Diversion Hub, ReMerge, treatment courts, and others will ensure seamless, comprehensive service to our clients and continued access to diversionary opportunities.
- 5) Expanded satellite office coverage including opening an office in Claremore. OIDS strives to ensure the highest quality service provision by state contractors. Expanded access to agency assets to all OIDS contractors. Investigative services, resource navigators, and expert services.
- 6) Taken thoughtful steps to improve and uplift organizational culture to include the development of diverse leadership at every level, workplace safety, and morale. Creating a culture of inclusivity and safety has already positively impacted the recruitment and retention of our staff and we expect that impact to grow.



# Analysis of Agency Challenges

|   | Challenge Description                              | Current Actions<br>(Briefly describe how the agency is currently addressing the challenge.)                                                                                                                                                                                                                                                                                                                                                                                                                            | Planned Actions<br>(Briefly describe how the agency plans to address the challenge going forward.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Heavy Case Load for Staff Attorneys                | In FY 25, OIDS staff and contract attorneys represented 47,068 cases across the State. OIDS has requested a supplemental budget allocation for additional attorneys to address extreme case loads in specific counties.                                                                                                                                                                                                                                                                                                | Expand attorney staff by eight attorneys who will serve the counties with the highest and most severe case counts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2 | Improving Data Collection                          | OIDS has struggled to benefit from its existing case management system. Current actions include the development of data collection outside this management system.                                                                                                                                                                                                                                                                                                                                                     | Replacement of the existing case management system with a system that will improve communication, provide data points to illuminate opportunities to improve efficiency, and allow us to measure outcomes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3 | Anticipating and Responding to Legislative Changes | Changes in legislation regarding the death penalty, anticipated changes to the Youthful Offender Act, and the Oklahoma Crime Reclassification Act will affect the legal defense of Oklahomans in the justice system. At present, there is little opportunity to act, but OIDS is anticipating addressing needs for capital cases once courts rule on the constitutionality of the death penalty expansion. OIDS has previously requested funding for additional experts to address the expansion of the death penalty. | In order to address the expansion of the death penalty, OIDS has requested supplemental funds to ensure compliance with the level of defense necessary.<br>In order to address anticipated changes to the Youthful Offender Act, OIDS will build a grassroots network of juvenile resources – including OJA, Pivot, D Hub, and other local resources – so as not to silo efforts within the diversion and treatment arenas.<br>In order to address the changes effectuated by the Oklahoma Crime Reclassification Act, OIDS has numerous training sessions to address the complexities of the changes. Additionally, OIDS anticipates increased interaction with ODOC regarding possible sentencing discrepancies and an increase in workload based on additional eligibility requirements imposed by the statute. |



# Analysis of Agency Challenges, Continued

|   | Challenge Description                         | Current Actions<br>(Briefly describe how the agency is currently addressing the challenge.)                                                                                                                                                                                                                                                                                                                                                                        | Planned Actions<br>(Briefly describe how the agency plans to address the challenge going forward.)                                                                                                                                                                                                                                                                                                                                                       |
|---|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | Cancellation of Services Contracts at ODMHSAS | The recent crisis at ODMHSAS and the underfunding and cancellation of treatment services designed to redirect our clients from county jails and ODOC are daily concerns OIDS is forced to analyze. OIDS is requesting additional funding to address the shortcomings created by the crisis at ODMHSAS and other state social service agencies.                                                                                                                     | With a budget increase, OIDS will be able to stand in the place of ODMHSAS to facilitate diversionary court services and programs. OIDS is building a network of resources to fight the siloing that limits effective treatment. OIDS will pursue a joint bid for 781 funds, which are pre-existing funds available pursuant to the Smart Justice Reform Act found at Title 43A O.S. sec. 2-312.1 et seq.                                                |
| 5 | Recruitment and Retention                     | For the past six months, OIDS Executive leadership has focused on culture change, ensuring safety and satisfaction at the workplace to help with retention of OIDS' existing talent. Recruitment is one of OIDS' daily challenges, especially in rural areas where staffing a legal office becomes difficult. Providing Intern programs, participating in college job fairs, and ensuring competitive salaries has been the focus of recruitment this fiscal year. | OIDS will continue to foster a culture of professional support and development, equalizing and increasing salaries based on merit and on par with competing organizations. OIDS will also provide opportunities for growth, mentoring, and training free of charge to OIDS attorneys and support staff and institute a program of collaborative leadership as a means of increasing the quality of services at every level to increase job satisfaction. |





# Savings & Efficiencies (Current or Planned)

| Savings or Efficiency Name                | Brief description of how savings were achieved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Savings in Unit of Measurement * | FY 2025 (Actual \$ Savings) | FY 2026 (Projected \$ Savings) | FY 2027 (Projected \$ Savings) |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|--------------------------------|--------------------------------|
| Direct Care Pilot Program                 | Accepting ownership for increasing access to diversion programs for OIDS' clients in place of ODMHSAS creates a streamlined effort to deliver legal services and diversion opportunities during the course of client representation. Increasing access limits costly incarceration in county jails and ODOC, which currently averages \$18,000 per inmate annually, as well as hospitalization and Emergency Department costs. With the OIDS Direct Care pilot program request pending, savings are yet to be determined but will be beneficial to downstream partners.                                                                                                                                                                                                                                                                                                                     | \$ Dollars                       | -                           | TBD                            | TBD                            |
| Statewide Diversion Program Participation | According to Healthy Minds Policy Initiative, Oklahoma could save \$87 million per year in net savings across all 77 counties by expanding treatment courts to divert more people from traditional prosecution. OK Policy Institute, in concert with LOFT, produced a method to calculate savings from State Questions 780 and 781. Data analysis show savings to be around \$25 million per year to be directed to diversion and direct service programs. These savings can only be realized through OIDS client participation in available diversion programs. The better equipped OIDS is to access and provide diversion services to our clients, the more money will be saved. Moving forward, as a result of the passage of SB 251 in the 2025 Session, OIDS is now legally authorized to seek funds through the Smart Justice Reform Act and provide services described by that Act. | \$ Dollars                       | -                           | TBD                            | TBD                            |



\* Hours, FTE, square feet, etc.

# Savings & Efficiencies (Current or Planned)

| Savings or Efficiency Name                                 | Brief description of how savings were achieved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Savings in Unit of Measurement * | FY 2025 (Actual \$ Savings) | FY 2026 (Projected \$ Savings) | FY 2027 (Projected \$ Savings) |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|--------------------------------|--------------------------------|
| Downstream savings to Oklahoma State Agencies and Programs | <p>OIDS is a force multiplier, which in State budgeting, refers to any investment, policy, or resource that significantly increases the effectiveness and output of existing resources, such that the total impact is greater than the sum of individual parts. By aligning its expertise, data, and infrastructure with broader cost-saving initiatives, OIDS sees the potential for widespread, systematic benefits rather than just its immediate impact. OIDS goal is to maximize the return on investment over time. Funding OIDS to participate in diversion programming is a strategic investment with the potential to achieve significantly greater public service outcomes without a proportional increase in costs.</p> <p>By nature of the work performed by attorneys and support staff, especially in diversion circumstances, savings are revealed downstream. OIDS efficiently and effectively manages cases and guides clients through diversion opportunities, creating savings for County jails and ODOC, organizations fighting homelessness, food pantries, ODMHSAS, OJA, DHS, Court of Criminal Appeals, and county emergency departments. By keeping Oklahomans out of custody and working diversion programming, these clients are able to live as contributing members of society.</p> | \$ Dollars                       | -                           | TBD                            | TBD                            |
| In House Training                                          | Continuing to build in-house training and Continuing Legal Education opportunities saves the Agency in tuition, travel, lodging, per diem, and opportunity costs. Additionally, the creation of our Virtual Learning and Resource Library puts training and reference at the OIDS fingertips, reducing necessity of duplicative meetings and ensuring ready compliance with state training mandates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Percentage per Credit Hour       | 64%                         | 65%                            | 65%                            |



\* Hours, FTE, square feet, etc.



# Agency Goals and Key Performance Metrics

| Goal |                                                            | Metric                                                   | FY 25 Target | FY 25 Actuals | FY 26 Target         |
|------|------------------------------------------------------------|----------------------------------------------------------|--------------|---------------|----------------------|
| 1    | Maintain Salaries Comparable with Prosecutors              | OIDS Attorney Salaries relative to ADA Salaries          | Pay parity   | Achieved      | Continued pay parity |
| 2    | Increase Internal Training for Attorneys and Investigators | Number of high-quality Agency-approved CLE opportunities | 20           | 19            | 25                   |
| 3    | Increase And Expand Recruitment Opportunities and Programs | College and Public Interest Job Fairs                    | -            | 4             | 6                    |
| 4    | Maintain and Grow High-quality Intern Program              | Number of Interns                                        | 12           | 12            | 18                   |
| 5    | Staff Retention                                            | FTE Staff Turnover                                       | -            | 15.8%         | <10%                 |
| 6    | Agency Resource Guidance to Clients                        | Resource Navigator involvement on cases                  | -            | 669           | 2,500                |
| 7    | Investigator Access                                        | Investigator requests state-wide                         | -            | 348           | 500                  |



# Projects for FY 2026

- 1) OIDS Direct Care Pilot Proposal – Launch and build a direct care division aimed at diverting non-violent offenders. Through Direct Care, OIDS will build and maintain relationships with a network of providers, guide clients through the legal system and diversion opportunities, provide vital support during the critical first 30 days, and maintain detailed financial records for program expenditures and data around outcomes.
- 2) Opened Claremore office to extend coverage in the Rogers County area
- 3) Assessed job descriptions and trimmed unnecessary positions and redundancies to ensure efficient and fiscally responsible administration of the Agency
- 4) Continue development of the OIDS Juvenile Division – by bringing the expertise in-house, OIDS is better able to provide high-quality, specialized representation to juvenile clients. Our Juvenile Division will provide training opportunities across OIDS, provide mentoring opportunities to young juvenile attorneys, and allow nimble response to arising juvenile cases in our system.
- 5) Improve Agency Culture – OIDS Executive leadership has taken intentional steps to improve Agency culture and workplace satisfaction through clear establishment of standards, behavioral guidance, and collaborative leadership at all managerial levels in the Agency.
- 6) Legislative outreach and collaboration – establish and grow relationships with legislators to ensure open communication and collaboration and to make OIDS expertise available to legislators working on related policy concerns
- 7) Establishment and growth of in-house mentorship personnel and opportunities
- 8) Update and modernize technological resources – update and replace technology to trim inefficient and unused programs; launch the digital storage project to digitize records in order to trim exorbitant physical storage costs
- 9) Continued support and resource access for contract attorneys to ensure high quality outcomes
- 10) Develop methods to collect and analyze data through the improved use of case management systems to help shape Agency policy and practice



# Projects for FY 2027

- 1) Direct Care Program – continue to grow and refine the OIDS Direct Care Program
- 2) Application of multi-disciplinary grants and 781 funds in conjunction with OJA and service providers
- 3) Continue building and developing a resource network for diversion purposes
- 4) Recruitment and retention of attorneys in our rural satellite offices
- 5) Expand training and seminar opportunities to open to all attorneys in Oklahoma and the surrounding region
- 6) Continue development and expansion of the OIDS Juvenile Division





# Total Historic Actual Expenditures (FY 2021-25) and Current Year Budget (FY 2026)

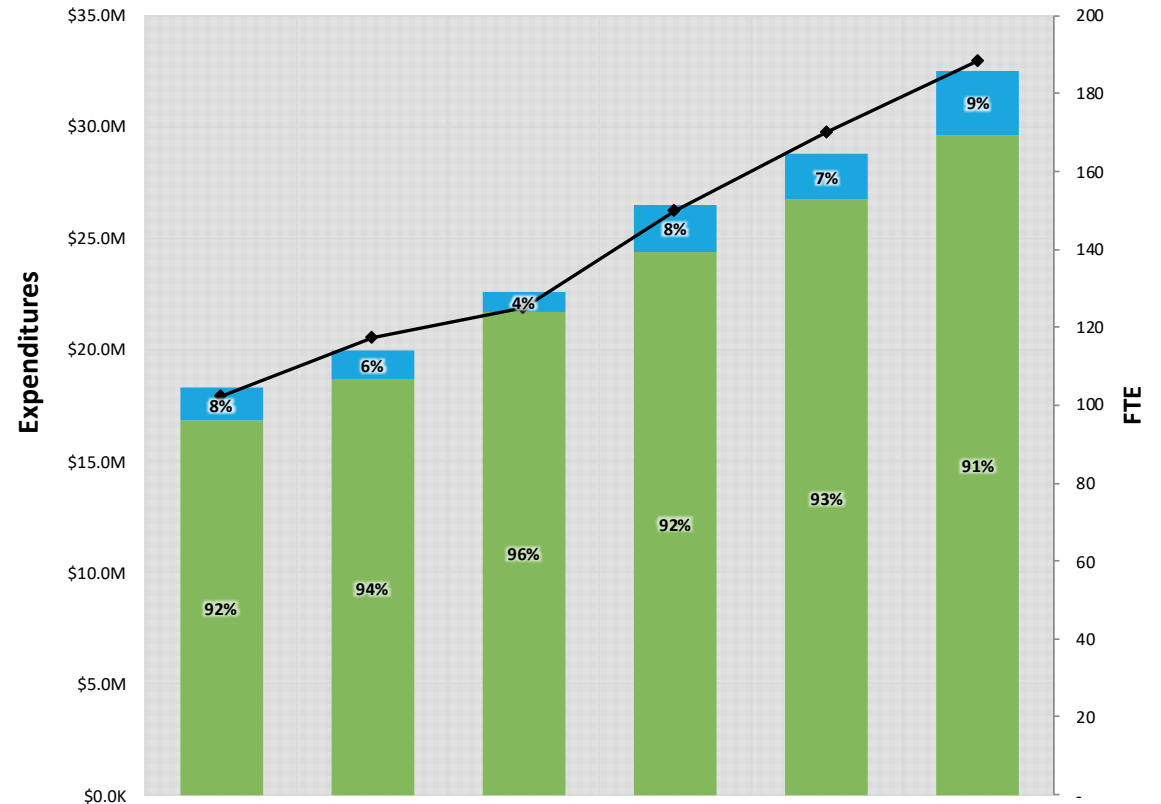
## Explanation of Changes and Trends

The Agency is responsible for providing criminal defense legal representation for people who are indigent in the State's 75 rural counties. The attorney population in these counties has declined in recent years. Coinciding with the decline in locally available attorneys, the Agency's employment and contracting competitors have increased compensation and recruiting efforts.

As a result of these developments, the Agency has experienced a decline in interest from potential contract attorneys. With the declining viability of county contracts for non-capital trial coverage, the Agency has met its mandate through increased satellite office coverage. Although this shift has resulted in increased employment costs, the quality of representation has improved significantly throughout the State.

The increasingly competitive employment landscape has required the Agency to be more competitive in both appellate services and capital trial services.

Historic Actual Expenditures and Current Year Budget



# Estimated Impact of Federal Funding Changes

| <i>Program Name</i> | <i>Federal Agency</i> | <i>Description of expected change (s)<br/>(i.e. change in state match, admin costs, program requirements or client eligibility, etc.)</i> | <i>Actual FY 25<br/>Total Federal<br/>Funding<br/>Received (\$)</i> | <i>Projected FY 26<br/>Total Federal<br/>Funding To Be<br/>Received (\$)</i> | <i>Estimated FY 27<br/>Total Federal<br/>Funding To Be<br/>Received (\$)</i> |
|---------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |
|                     |                       |                                                                                                                                           | \$                                                                  | \$                                                                           | \$                                                                           |

*\* Only list programs with federal funding that are expected to change. Refer to the agency's Federal Funds Schedule in the Budget Request document.*



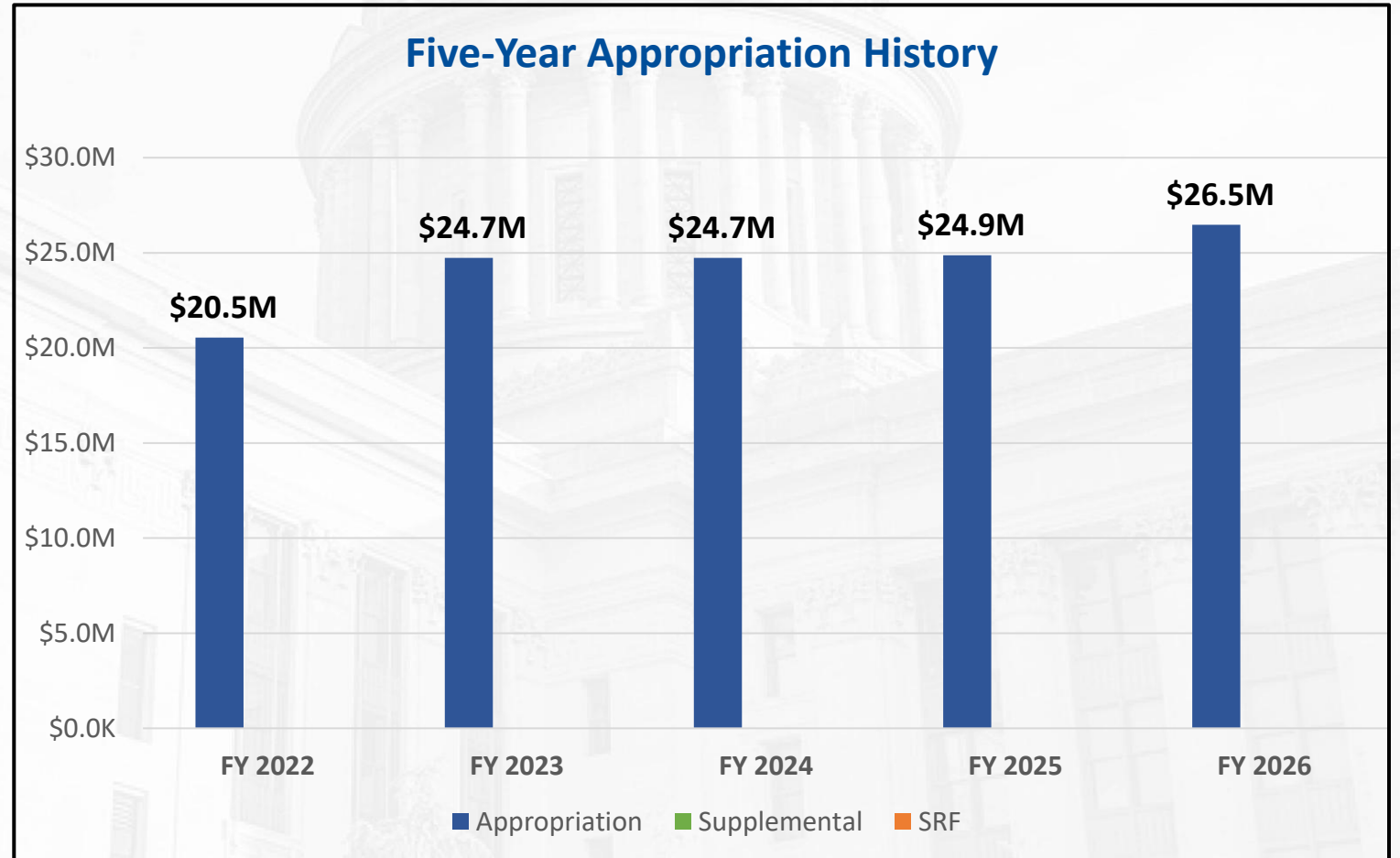
# FY 2026 Budgeted Full Time Equivalents (FTE)



|                                    | FY 2026 Budgeted FTE |
|------------------------------------|----------------------|
| Total FTE                          | 188.5                |
| Supervisor FTE                     | 28                   |
| Supervisors to Total FTE Ratio (%) | 15%                  |
| Current Budgeted but Unfilled FTE  | 13                   |

# Appropriation History

| Fiscal Year | Legislated Appropriation (\$)<br>(Includes supplementals and SRF/ARPA.) |
|-------------|-------------------------------------------------------------------------|
| FY 2022     | \$20,537,878                                                            |
| FY 2023     | \$24,731,713                                                            |
| FY 2024     | \$24,731,713                                                            |
| FY 2025     | \$24,870,125                                                            |
| FY 2026     | \$26,470,125                                                            |



*\*Includes Supplemental and Statewide Recovery Fund (ARPA) appropriations.*





# Financial Resource Analysis

| Carryover                                         | FY 2022     | FY 2023     | FY 2024     | FY 2025     |
|---------------------------------------------------|-------------|-------------|-------------|-------------|
| Total appropriated carryover amount expended (\$) | \$1,694,389 | \$3,587,180 | \$5,217,272 | \$5,690,246 |

| Historical Cash Balances                                             | FY 2022     | FY 2023     | FY 2024     | FY 2025     |
|----------------------------------------------------------------------|-------------|-------------|-------------|-------------|
| Year End Revolving Fund Cash Balances ( <i>All Revolving Funds</i> ) | \$2,797,288 | \$3,656,294 | \$3,163,333 | \$2,122,717 |

| Revolving Class Fund # ( <i>Unrestricted only</i> ) | Revolving Class Fund Name ( <i>Unrestricted only</i> )  | Current cash balance (\$) | Projected FY 2026 year-end cash balance (\$) |
|-----------------------------------------------------|---------------------------------------------------------|---------------------------|----------------------------------------------|
| 200                                                 | Indigent Defense System Revolving Fund (22 O.S. § 1368) | \$732,208                 | \$0                                          |
| #                                                   |                                                         | \$                        | \$                                           |
| #                                                   |                                                         | \$                        | \$                                           |
| #                                                   |                                                         | \$                        | \$                                           |
| #                                                   |                                                         | \$                        | \$                                           |
| #                                                   |                                                         | \$                        | \$                                           |
|                                                     | Total Unrestricted Revolving Fund Cash balance:         | \$732,208                 | \$0                                          |



Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.

# FY 2024 – 2025 Appropriation Change Review

| <i>Purpose of appropriation increase or decrease</i> | <i>Amount FY 2024</i> | <i>Amount FY 2025</i> | <i>Total amount received FY 2024 - 25</i> | <i>Total amount expended by 11/1/2025</i> | <i>Included in FY 2026 approp? (Yes/No)</i> | <i>If not expended fully, please explain.</i> |
|------------------------------------------------------|-----------------------|-----------------------|-------------------------------------------|-------------------------------------------|---------------------------------------------|-----------------------------------------------|
| Chief and Deputy Salary increases                    | \$                    | \$138,412             | \$138,412                                 | \$138,412                                 | Yes                                         |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
|                                                      | \$                    | \$                    | \$                                        | \$                                        |                                             |                                               |
| <b>Totals</b>                                        | \$                    | \$138,412             | \$138,412                                 | \$138,412                                 |                                             |                                               |



*\*Do not include SRF / ARPA appropriation increases.*

# FY 2026 Appropriation Change Review

| <i>Purpose of appropriation increase or decrease</i> | <i>Amount of increase or decrease (\$)</i> | <i>Does this need to be included in your FY 2027 appropriation? (Yes/No)</i> | <i>If yes, included in appropriation for same purpose? (Yes/No)</i> | <i>If not included for same purpose, please explain.</i> |
|------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------|
| Satellite Offices                                    | \$1,600,000                                | Yes                                                                          | Yes                                                                 |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
|                                                      | \$                                         |                                                                              |                                                                     |                                                          |
| <b>Total adjustment</b>                              | \$1,600,000                                |                                                                              |                                                                     |                                                          |



*\*Do not include SRF / ARPA appropriation increases.*

# Incremental & Supplemental Request Summary

| Request Name |                                                      | FY 2027 Incremental Appropriation<br>Request Amount (\$)<br><i>{or FY 2026 for Supplementals}</i> | Type of Request:<br>Recurring, One-time, or<br>Supplemental |
|--------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 1            | Resource Navigators & OIDS Direct Care Pilot Program | \$1,550,000                                                                                       | Supplemental                                                |
| 2            | Additional Attorneys                                 | \$1,000,000                                                                                       | Supplemental                                                |
| 3            | Internal Agency Training                             | \$40,000                                                                                          | Supplemental                                                |
| 4            | Additional Funds for County Contract Model           | \$2,481,397                                                                                       | Recurring                                                   |
| 5            | Resource Navigators & OIDS Direct Care Pilot Program | \$1,550,000                                                                                       | Recurring                                                   |





# Incremental & Supplemental Request Summary

| Request Name |                          | FY 2027 Incremental Appropriation<br>Request Amount (\$)<br><i>{or FY 2026 for Supplementals}</i> | Type of Request:<br>Recurring, One-time, or<br>Supplemental |
|--------------|--------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 6            | Additional Attorneys     | \$1,000,000                                                                                       | Recurring                                                   |
| 7            | Internal Agency Training | \$40,000                                                                                          | Recurring                                                   |
| 8            | Salary Adjustments       | \$350,000                                                                                         | Recurring                                                   |
| 9            | Claremore Office         | \$150,000                                                                                         | Recurring                                                   |
| 10           | Death Penalty Experts    | \$500,000                                                                                         | Recurring                                                   |



# Incremental & Supplemental Request Summary

| Request Name |                            | FY 2027 Incremental Appropriation<br>Request Amount (\$)<br><i>{or FY 2026 for Supplementals}</i> | Type of Request:<br>Recurring, One-time, or<br>Supplemental |
|--------------|----------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 11           | Information System Upgrade | \$300,000                                                                                         | Recurring                                                   |
| 12           | Norman Office Expansion    | \$120,000                                                                                         | Recurring                                                   |
| 13           | Office Expansion Lawton    | \$25,000                                                                                          | Recurring                                                   |
| 14           | Digital Office Project     | \$244,000                                                                                         | One-time                                                    |
| 15           |                            | \$                                                                                                |                                                             |



# (1) Supplemental Budget Request

| Resource Navigators & OIDS Direct Care Pilot Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Type: Supplemental                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$ 1,550,000 |
| <p>OIDS proposes to create a new pathway, with pre-existing infrastructure, to provide diversion services and intensive support to all our eligible clients served by our 13 satellite offices across the State. Twelve of our thirteen satellite offices are located in under-served rural communities where the clients are in desperate need of mental health care and drug treatment. OIDS Direct Care would fill the gap left by the reorganization of ODMHSAS. OIDS would also incorporate an assistance protocol for clients served by OIDS county contractors to ensure the broadest form of access.</p> <p>OIDS Direct Care will solve the problem recently identified in the spending of 781 funds for local communities looking to divert eligible clients from the county jail and DOC incarceration. Currently, 781 funds are awarded to entities that provide a Request for Proposal from interested District Attorneys who are seeking service providers who are not philosophically aligned with diverting OIDS clients. Unlike other organizations, OIDS understands the challenges of working with our clients and we are prepared to provide funding for individuals who need to complete classes/programs connected to their criminal charges and who need support in re-establishing a life outside of jail or prison.</p> |              |



## (2) Supplemental Budget Request

| Additional Attorneys                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Type: Supplemental                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$ 1,000,000 |
| <p>Add an additional 8 attorneys to help with current caseloads.</p> <p>Two of the OIDS Satellite Offices carry a significantly higher case load than the remaining 11 Satellite Offices. The lawyers and investigators in both the Norman and Lawton offices carry anywhere from 150 to 200 cases at any given time. OIDS has learned that the most effective criminal justice reform effort is more prepared and committed lawyers who have enough time to work with their clients.</p> <p>Manageable case loads will provide time for each public defender to expand their toolbox to help clients. More manageable case loads will also encourage recruitment and retention. Jobs research shows that younger millennials are concerned with achieving a good work-life balance because they believe it allows for greater control over their work and personal time, leading to increased life experiences and overall success. They often seek work arrangements that allow them to prioritize their mental health and well-being alongside professional development and career growth. Empirical data shows that a poor work-life balance, characterized by overworking and increased stress, contributes to burnout and negatively impacts employees' mental health.</p> |              |



# (3) Supplemental Budget Request

| Internal Agency Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Type: Supplemental                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$ 40,000 |
| <p><i>Title 74 O.S. § 840-3.1</i> authorizes internal agency training programs for supervisory personnel which shall include courses related to the effective performance of an agency manager or supervisor. Since OIDS has implemented an internal training program and hired an enthusiastic training coordinator, the Agency has discovered so many learning opportunities for all of our staff members. Providing these opportunities to our staff members from external education programs would be cost-prohibitive but by identifying continuing education courses that can be shared internally has really started to turn the tide for promoting employee growth and preparedness. OIDS is required by statute to provide continuing legal education to its public defenders and outside county contractors, but during FY-2026, OIDS is planning four additional training programs for lawyers and investigators, and we are also implementing an internal leadership program. This is a win-win situation by developing OIDS current staff while at the same time attracting and retaining new lawyers and investigators . When continuing legal education programs are offered to outside lawyers, there is an opportunity to bring in course tuition revenue which can be used to fund additional programs.</p> |           |





# (4) Incremental Budget Request

| Additional Funds for County Contract Model                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                             | \$ 2,481,397 |
| <p>These funds will allow our Agency to keep the county contract model fully funded to permit the Agency to hold off on opening new satellite offices in FY2027. In FY2025 and FY2026, the Agency had been keeping the county contracts fully funded with one-time carryover funds. The Agency will not have those carryover funds in FY2027. The carryover funds that are anticipated will be utilized to fund a portion of the county contract model.</p> |              |



# (5) Incremental Budget Request

| Resource Navigators & OIDS Direct Care Pilot Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$ 1,740,000 |
| <p>OIDS proposes to create a new pathway, with pre-existing infrastructure, to provide diversion services and intensive support to all our eligible clients served by our 13 satellite offices across the State. Twelve of our thirteen satellite offices are located in under-served rural communities where the clients are in desperate need of mental health care and drug treatment. OIDS Direct Care would fill the gap left by the reorganization of ODMHSAS. OIDS would also incorporate an assistance protocol for clients served by OIDS county contractors to ensure the broadest form of access.</p> <p>OIDS Direct Care will solve the problem recently identified in the spending of 781 funds for local communities looking to divert eligible clients from the county jail and DOC incarceration. Currently, 781 funds are awarded to entities that provide a Request for Proposal from interested District Attorneys who are seeking service providers who are not philosophically aligned with diverting OIDS clients. Unlike other organizations, OIDS understands the challenges of working with our clients and we are prepared to provide funding for individuals who need to complete classes/programs connected to their criminal charges and who need support in re-establishing a life outside of jail or prison.</p> |              |



## (6) Incremental Budget Request

| Additional Attorneys                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | \$ 1,000,000 |
| <p>Add an additional 8 attorneys to help with current caseloads.</p> <p>Two of the OIDS Satellite Offices carry a significantly higher case load than the remaining 11 Satellite Offices. The lawyers and investigators in both the Norman and Lawton offices carry anywhere from 150 to 200 cases at any given time. OIDS has learned that the most effective criminal justice reform effort is more prepared and committed lawyers who have enough time to work with their clients.</p> <p>Manageable case loads will provide time for each public defender to expand their toolbox to help clients. More manageable case loads will also encourage recruitment and retention. Jobs research shows that younger millennials are concerned with achieving a good work-life balance because they believe it allows for greater control over their work and personal time, leading to increased life experiences and overall success. They often seek work arrangements that allow them to prioritize their mental health and well-being alongside professional development and career growth. Empirical data shows that a poor work-life balance, characterized by overworking and increased stress, contributes to burnout and negatively impacts employees' mental health.</p> |              |





# (7) Incremental Budget Request

| Internal Agency Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$ 40,000 |
| <p><i>Title 74 O.S. § 840-3.1</i> authorizes internal agency training programs for supervisory personnel which shall include courses related to the effective performance of an agency manager or supervisor. Since OIDS has implemented an internal training program and hired an enthusiastic training coordinator, the Agency has discovered so many learning opportunities for all of our staff members. Providing these opportunities to our staff members from external education programs would be cost-prohibitive but by identifying continuing education courses that can be shared internally has really started to turn the tide for promoting employee growth and preparedness. OIDS is required by statute to provide continuing legal education to its public defenders and outside county contractors, but during FY-2026, OIDS is planning four additional training programs for lawyers and investigators, and we are also implementing an internal leadership program. This is a win-win situation by developing OIDS current staff while at the same time attracting and retaining new lawyers and investigators . When continuing legal education programs are offered to outside lawyers there is an opportunity to bring in course tuition revenue which can be used to fund additional programs.</p> |           |



# (8) Incremental Budget Request

| Salary Adjustments                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$ 350,000 |
| <p><i>Title 74 O.S. § 840-2.17</i> authorizes salary adjustments and raises for employees based upon skill, equity and performance as long as there is adequate funding and a good faith motive for the salary adjustment. OIDS has made no requests for funding salary adjustments over the last four fiscal year budgets, but this request would permit OIDS to acknowledge and reward our talented staff members which encourages both recruitment and retention.</p> |            |





# (9) Incremental Budget Request

|                                                                                                                                                                                                                                                                                                                                                                                  |            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Claremore Office</b>                                                                                                                                                                                                                                                                                                                                                          |            |
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                  | \$ 150,000 |
| <p>The Pryor office absorbed the cases for Rogers county without an office expansion. These funds would allow us to move the office to the Claremore area allowing for a bigger office for the coverage of Mayes and Rogers counties. This move will allow the System to hire additional attorneys and investigators to cover the counties serviced by the Claremore office.</p> |            |



# (10) Incremental Budget Request

| Death Penalty Experts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$ 500,000 |
| <p>By expanding the death penalty during the last legislative session to include the crime of <i>Lewd Molestation of a Child Under 12</i> (statute attached), the Indigent Defense System will likely be appointed to represent 80% to 90% of those defendants. When our clients face the death penalty, they are represented by one of our Capital Trial Division offices in Norman or Sapulpa where they receive heightened legal representation. Once OIDS is assigned a new death-eligible lewd molestation case, that case is assigned to capital-qualified counsel at which time the intensive investigation of the matter begins, and the case is evaluated for necessary expert services. Expert evaluations in capital cases are dramatically more involved and time-consuming than non-capital case evaluations. Both State and Federal Constitutions, along with US Supreme Court case law, acknowledge that death penalty cases are different than all other cases, and consequently, they must be handled with more time and particularized care if counsel is going to provide competent representation that will withstand appellate review. Death penalty cases involving murder charges at OIDS take approximately \$30k to \$60k in expert fees to meet the most basic legal requirements of competent representation.</p> |            |



# (11) Incremental Budget Request

| Information Systems Upgrade                                                                                                                                                                                                                                                                                                                 |            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                             | \$ 300,000 |
| <p>The funds would allow the agency to increase services provided by Axon. This change will include additional software services for sorting through client's cell phone information, which is needed more often for our client's defense. The services will also include translation services needed for many of the System's clients.</p> |            |



# (12) Incremental Budget Request

| Norman Office Expansion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Type: Recurring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | \$ 120,000 |
| <p>Currently the Cleveland County Sheriff leases the 6th floor of the Financial Center Office Building in Norman, while awaiting the completion of a new Sheriff's Office under construction on Franklin Road in Norman. OIDS leases offices on the 1st, 2nd, 3rd, 4th and 5th floors of the Financial Center. Currently, OIDS Norman Office has 10 or 12 staff members who are sharing office space. OIDS would like to expand its offices to the Sixth Floor in the Spring of FY2026 which would give us an extra 18 offices for expansion.</p> |            |





# (13) Incremental Budget Request

|                                                                                                                          |           |
|--------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Office Expansion Lawton</b>                                                                                           |           |
| Type: Recurring                                                                                                          | \$ 25,000 |
| The System would like to expand the Lawton office to accommodate the additional attorneys needed to handle the caseload. |           |



# (14) Incremental Budget Request

| Digital Office Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Type: One-Time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | \$ 244,000 |
| <p>During FY 25 and FY 2026, OIDS hired a part-time summer employee to assist with digitizing the Guymon satellite office. Over the course of 70 days, that part time employee scanned in more than 50 bankers boxes of old case materials so that the records can be maintained digitally. OIDS currently complies with the Department of Libraries retention policies which requires retaining all files for seven years. However, the cost of physical document storage is cost-prohibitive for an Agency that has so much information to maintain. Hiring private companies to scan and shred documents is also cost-prohibitive. The most recent bid for storage and bid for shredding was \$750k. The System would hire a part-time or full-time human scanner for each satellite office and get hardware desk scanners for all Satellite Offices office managers/paralegals. This should be a limited request. Once hired scanner employees scan the office backlog, then each Satellite Office should be able to maintain their digital offices. Estimating each human scanner will make roughly 20k a year x 12 = \$240,000 + 13 high volume scanners = \$4,000.</p> |            |





**OKLAHOMA**  
Indigent Defense  
System

# Appendix

# Counties served by satellite offices

