



Department of Criminal Justice

Indigent Defense Commission

Strategic Plan Update: Process & Timeline

Updating the 2023–2028 Strategic Plan, September 2026 – January 2027

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Inform — Internal Conversations

Staff

September–October
2026

- 1 Kickoff meeting
- 2 Review the 2023 plan and status-check each existing commitment
- 3 Discuss critical questions



- 1 Evaluate what information is needed and from whom, and the methods of collection to be used
- 2 Conduct commissioner surveys
- 3 Conduct staff surveys
- 4 Gather input from managing defenders, counties, and cities/towns
- 5 Assess performance: refresh FY23–FY27 spending, caseload deficits (ABA standards), regionalization map
- 6 Assess external opportunities and challenges (economy, workforce trends, 2024 Aggravated Murder Defense Trust Fund)
- 7 Assess internal strengths and weaknesses

- 1 Compile summary report from interviews and refreshed data
- 2 Hold strategic planning session during November commission meeting
- 3 Determine major findings, priorities, and resolve open decision points



- 1 Choose a format aligned to GOPB's structure; create the outline
- 2 Draft Vision, Mission, Core Values, and the Opportunity/equity goal
- 3 Finalize strategies, performance measures, and the annual work plan

- 1 Circulate draft to Commission for comments prior to Commission meeting



- 1 Adopt the final plan
- 2 Share the plan with GOPB for the statewide agency strategic plan inventory
- 3 Publish on the IDC website and share with all identified audiences



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