

Members:

Robert Harris, Chair
 Susan Mandiberg, Vice Chair
 Stephanie Engelsman
 Alton Harvey, Jr.
 Philippe Knab
 Tom Lininger
 Paul Lipscomb

**Nonvoting Members:**

Rep. Paul Evans
 Haley Olson
 Caitlin Plummer
 Sen. Floyd Prozanski

Interim Executive Director:

Kenneth Sanchagrin

Oregon Public Defense Commission Workgroup

*Meeting will occur virtually
 Thursday, January 8, 2026
 5:00 to 6:30pm
 Via Zoom**

Administrative Announcement

This is a public meeting, subject to the public meeting law and it will be recorded. Discussion will only be allowed amongst Commission members and staff for the duration of this meeting. Public comment will not be allowed during this meeting.

AGENDA

Approx. Time	Item	Lead(s)
5:00-5:05	Welcome/Call to Order	Chair Harris
5:05-5:50	Update/Possible Action Item: New Key Performance Measures (KPMs)	Kim Freeman
5:50-6:15	Discussion: Psychiatric Security Review Board (PSRB) Attorney Standards & Civil Commitment Standards	Steve Arntt
6:15-6:30	Briefing: OPDC Capacity Report	Ken Sanchagrin
6:30 (Approximately)	***Adjourn***	

**To join the Zoom meeting, click this link: <https://zoom.us/j/95131973551>. This meeting is accessible to persons with disabilities or with additional language service needs. Our Zoom virtual meeting platform is also equipped with Closed Captioning capabilities in various languages, which agency staff can assist you with setting up ahead of meetings.*

Requests for interpreters for the hearing impaired, for other accommodations for persons with disabilities, or for additional interpreter services should be made to info@opdc.state.or.us. Please make requests as far in advance as possible, and at least 48 hours in advance of the meeting, to allow us to best meet your needs.

Listed times are an estimate, and the Chair may take agenda items out of order and/or adjust times for agenda items as needed.

*Next meeting: **February 5, 2026, 5-6:30pm via Zoom.***

Meeting dates, times, locations, and agenda items are subject to change by the Commission; future meeting dates are posted at: <https://www.oregon.gov/opdc/commission/Pages/meetings.aspx>

Note: *Agenda items not addressed or completed during this meeting will be carried over to the next scheduled meeting, unless otherwise directed by the Chair.*



Date: January 8, 2026

To: Rob Harris, Chair of OPDC
Susan Mandiberg, Vice Chair of OPDC
OPDC Commissioners

Cc: Kenneth Sanchagrin, Interim Executive Director

From: Kim Freeman, CAP Manager

Re: 2025-2026 Key Performance Measures (KPMs)
2027-2029 Proposed KPM Changes

Nature of Presentation: Action Item

Background:

The Annual Performance Progress Report (APPR) is the primary expression of agency performance measured against legislatively approved Key Performance Measures (KPM).

The Commission has been directed to report in the 2026 session on Key Performance Measures and targets, with a new proposed measurement for the percentage of financially eligible defendants/persons receiving a public defender with a target of 100%.

The agency created an internal workgroup involving agency staff, board members along with using the Strategic Plan and legislative requirements.

The Commission has been working through the existing KPM's to decide which KPM's will remain, which KPM's to remove and new KPM's to be added.

The agency has six KPM's for 2025- 2026:

- 1. Appellate Case Processing** – Median number of days to file an opening brief
- 2. Customer Service** – Percent of customers rating their satisfaction with the agency's customer service, timeliness, accuracy, helpfulness, expertise, and availability of information

3. **Best Practices for Boards and Commissions** – Percentage of total best practice met by the Commission
4. **Trial Level Representation** – During the term of the OPDC contract, percent of attorneys who obtain at least twelve (12) hours per year of continuing legal education credit in the area(s) of law in which they provide public defense representation
5. **Parent Child Representation Program (PCRP)** – Percent of PCRP attorneys who report spending approximately 1/3 of their time meeting with court appointed clients in cases which the attorney represents a parent or child with decision-making capacity
6. **Percent of Financially Eligible Individuals Receiving a Public Defender** – The target is 100%. This is related to the individuals identified as unrepresented by the courts, reflected in the Oregon Judicial Department (OJD) unrepresented dashboard.

The agency is proposing ten (10) KPMs for 2027-2029.

1. **Appellate Case Processing** – Median number of days to file an opening brief
2. **Customer Service** – Percent of customers rating their satisfaction with the agency's customer service, timeliness, accuracy, helpfulness, expertise, and availability of information
3. **Best Practices for Boards and Commissions** – Percentage of total best practice met by the Commission
4. **Parent Child Representation Program (PCRP)** – Percent of PCRP attorneys who report spending approximately 1/3 of their time meeting with court appointed clients in cases in which the attorney represents a parent or child with decision-making capacity
5. **Percent of Financially Eligible Individuals Receiving a Public Defender** – The target is 100%. This is related to the individuals identified as unrepresented by the courts, reflected in the Oregon Judicial Department (OJD) unrepresented dashboard
6. **Hire and Retain State Trial Level Attorneys** – Aims to increase staffing within the Oregon Trial Division.
7. **Ensure Timely Payments to Providers** – All invoices are reviewed, and payments processed, within forty-five (45) days of receipt
8. **Ensure Timely Processing of Pre-Authorized Expense (PAE) Requests** – Requests will be reviewed within five (5) business days of receipt as staffing allows
9. **Policies, Procedures, Standards, and Guidelines Align with Agency Priorities** – Agency creation of policies, procedures, standards, and guidelines align with the 90-day plans, agency strategic plans, and engagement with Department of Administrative Services (DAS)

10. Contractors Meet or Exceed Performance Expectations – Applies to most contracts, and is measured through monthly caseload reporting, other required reports, and adherence to MAC requirements

Agency Recommendation:

Agency is proposing a total of ten (10) KPMs. There are currently six (6) existing KPMs and we are requesting the addition of five (5) new KPMs for 2027-2029. The KPM for Trial Level Representation is being removed. The KPMs will be included in a report submitted to the legislature during the 2026 short session. There may be a request for a more formal, detailed presentation. The legislature, along with the Chief Financial Officer (CFO)/Legislative Fiscal Officer (LFO), can provide feedback to the proposed KPMs. The Oregon Public Defense Commission (OPDC) will review the feedback and make any required changes. This version will be presented to the Commission for final approval prior to the submission of the Annual Performance Progress Report (APPR) in September of 2026. The final approved KPMs will be presented to the Joint Committee on Ways and Means in 2027 and incorporated into the agency's final budget report. If approved, the new KPMs would be effective for the 2027-2029 biennium.

Fiscal Impact:

None

Agency Proposed Motion:

Agency is recommending approval for ten (10) KPMs to be presented to the legislature in the 2026 short session. This is the first phase of the process to request changes to our KPMs.



Psychiatric Security Review Board Attorney Performance Standards (DRAFT)

November 2025

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Standards for Representation in Psychiatric Security

Review Board Cases

INTRODUCTION:

Oregon Revised Statute 151.216(j) mandates that the Oregon Public Defense Commission (OPDC) “[d]evelop, adopt and oversee the implementation, enforcement and modification of policies, procedures, minimum standards, and guidelines to ensure that public defense providers are providing effective assistance of counsel consistently to all eligible persons in this state as required by statute and the Oregon and United States Constitutions. The policies, procedures, standards, and guidelines described in this paragraph apply to employees of the commission and to any person or entity that contracts with the commission to provide public defense services in this state.”

The following standards were developed by OPDC staff with input from a psychiatric security review board (PSRB) provider workgroup. Per OPDC policy, these standards will be reviewed and revised one, two, and five years from adoption. OPDC welcomes ongoing provider input regarding the content and efficacy of these standards.

Each standard sets a baseline for practice of appointed case work and is followed by commentary that supplements the baseline standards. OPDC recognizes that in any given case, some standards and commentary might be inapplicable or even mutually exclusive.

Commentary is particularly challenging as there are many times when the commentary is impractical or even against a client’s best interest or desire. OPDC acknowledges that to practice law, exceptions to these baseline rules and their commentary must apply. The commentary provides additional considerations for counsel performing public defense. There are times when items listed in the commentary may be useful or helpful during representation. They are not meant to establish baseline minimum performance standards.

OPDC is grateful to Oregon Public Defense Commission Psychiatric Security Review Board (PSRB) Workgroup for the extensive work OPDC drew upon in the development process.

STANDARD 1.1: THE ROLE OF PSRB COUNSEL

The lawyer for a client in a Psychiatric Security Review Board (PSRB) case should provide quality and zealous representation at all stages of the case. A lawyer should ensure that each client receives competent, conflict-free representation in which the lawyer keeps the client informed about the representation and promptly responds to reasonable requests for information. The lawyer shall be familiar with applicable statutes, caselaw, and Board practices, and should stay aware of changes and developments in the law.

Throughout the representation, the lawyer must determine whether the client has sufficient capacity to understand and form a lawyer-client relationship and whether the client is capable of making reasoned judgments and engaging in meaningful communication.

For clients with full decision-making capacity, the lawyer must maintain a normal lawyer-client relationship with the client, including taking direction from the client on matters normally within the client's control.

For clients with diminished capacity, the lawyer must maintain a normal lawyer-client relationship as far as reasonably possible and take direction from the client as the client's capacity develops. Clients may be competent to make some decisions and not others.

Lawyers must advocate at all times for the client's expressed interests. If a client cannot express their own interests the lawyer should act to preserve all the rights of their client.

Commentary:

1. A lawyer is bound by the client's definition of his or her best interests and should not substitute the lawyer's judgment for that of the client regarding the objectives of the representation except as permitted by the Oregon Rules of Professional Conduct 1.14.
2. A lawyer should provide candid advice to the client regarding the probable success and consequences of pursuing a particular position in the case and give the client the information necessary to make informed decisions to the extent the client is capable. A lawyer should consult with the client regarding the assertion or waiver of any right or position of the client.
3. Lawyers should endeavor to build trust with their clients and, where possible, to offer them comfort and understanding during their commitment.
4. Lawyers should assist the client in planning for the client's potential release as soon as

practicable after case assignment. Preparation should include working with the client to secure suitable housing, clothing, services, mental health care, and access to medications. Lawyers should consider contacting the client's friends and relatives if available.

5. A lawyer should exercise reasonable professional judgment regarding technical and tactical decisions and consult with the client on the strategy to achieve the client's objectives.

STANDARD 1.2: EDUCATION, TRAINING, AND EXPERIENCE OF PSRB COUNSEL

- A. A lawyer must be familiar with the applicable substantive, procedural, and administrative law (OAR Chapter 859) governing appearances before the Board. A lawyer has a continuing obligation to stay abreast of changes and developments in the law and with changing best practices for providing quality representation in PSRB cases.**
- B. Prior to handling a PSRB matter, a lawyer must have sufficient experience or training to provide quality representation. Prior to accepting assignment in a PSRB case, a lawyer must be certified for PSRB cases by OPDC.**

Commentary:

1. To remain proficient in the law, court rules and practice applicable to PSRB cases, a lawyer should regularly monitor the decisions of Oregon and pertinent Federal appellate courts and the work of the Oregon State Legislature. Lawyers should be particularly aware of decisions and bills that impact the Oregon State Hospital.
2. Lawyers should be knowledgeable about the State Hospital system, the resources available to clients in the system, and the constitutional rights that clients have while in the system. Lawyers should monitor the system for any changes that will impact their clients.
3. A lawyer should be familiar with key agencies, people, and services typically involved in PSRB cases such as the Attorney General's Office, the Oregon State Hospital, hospital staff, county behavioral health entity, private treatment facilities, and programs, along with other services and programs available as dispositional alternatives to commitment and detention.
4. Lawyers should have knowledge of mental health disorders, their presentations, and the state mental health treatment system. Lawyers should be aware of county mental

health options in counties where their clients may be placed.

5. Lawyers should be knowledgeable of HIPPA rules and how they impact the lawyer's practice before the Board.
6. Lawyers should know the members of the PSRB and their backgrounds. Lawyers should be mindful that the primary purpose of the Board is public safety and that there will be times when the lawyer's primary role of advocating for their clients will be at odds with the Board's role.

STANDARD 1.3: OBLIGATIONS OF PSRB COUNSEL REGARDING WORKLOAD

Before seeking assignment to act as counsel or accepting assignment, a lawyer has an obligation to ensure that they have sufficient time, resources, knowledge, and experience to offer quality representation to a client in a PSRB case without hampering the representation of the lawyer's existing clients.

Commentary:

1. A lawyer should have access to sufficient support services and resources to allow for quality representation. This includes investigation according to Standard 3.
2. A lawyer should evaluate their ability to appear with clients when deciding whether to accept an assignment to a case. A lawyer must appear personally for all critical stages of the case.
3. When possible, lawyers should appear in person or in the same manner as their clients. Lawyers should be aware of the options for a client's remote appearance.

STANDARD 2: CLIENT COMMUNICATION

A lawyer must contact their client within 7 days of their assignment to the case and attempt to conduct an interview with the client and should thereafter establish a procedure to maintain regular contact with the client in order to explain the process of Board hearings, address the ongoing needs of the client, obtain necessary information from the client, consult with the client about decisions necessary for the representation that clients are competent to make, and respond to requests from the client for information or assistance concerning the case.

Commentary:

1. Lawyers should maintain contact with their clients throughout their commitment to PSRB jurisdiction.
2. A lawyer should use clear, developmentally appropriate language, and should use an interpreter as required. A lawyer should elicit the client's point of view and encourage the client's participation in their own case to the fullest extent possible.
3. Lawyers should be prepared to discuss the timeline of commitment to PSRB jurisdiction at their initial meeting, including ways that timeline may be reduced or extended.
4. Lawyers should be prepared to discuss collateral issues of commitment to the PSRB with the client, including:
 - a. Immigration consequences;
 - b. Restriction of the client's rights as a result of commitment;
 - c. Impact of commitment on other ongoing court cases;
 - d. Issues involving the client's family or contact with family members that may be restricted by the trial court judgment.
5. Prior to all meetings, the lawyer should:
 - a. Be familiar with the requirements of PSRB jurisdiction;
 - b. Obtain copies of any relevant documents that are available including any initiating document, hospital medical records if available, recommendations and reports made by agencies concerning commitment, and law enforcement reports applicable to the commitment order;
 - c. Discuss the client's case with the treating psychiatrist to get a sense of the doctor's intentions in the case;
 - d. Prepare releases of information for client to sign to allow the lawyer to seek records on the client's behalf;
 - e. Be familiar with the legal procedure the client will encounter and be prepared to discuss the process with the client;
 - f. Be familiar with the types of detention that a client may be subject to, the allowable length of the detention, and the process for changing the client's placement.
6. Although there is no right to counsel in a risk review panel, a lawyer should discuss panels with client and provide client with advice on how to achieve the client's desired outcome.

STANDARD 3: INVESTIGATION

A lawyer has a duty to conduct an independent review of the case, regardless of the client's admissions or statements to the lawyer. Where appropriate, the lawyer should engage in a full investigation, which should be conducted as promptly as possible and should include all information, research, and discovery necessary to assess the strengths and weaknesses of the case, to prepare the case for hearing, and to best advise the client. The lawyer should not knowingly use illegal means to obtain evidence or instruct others to do so.

Commentary:

1. A lawyer should attempt to interview all potential witnesses in a case including the client's treatment team, client's family, and other outside professionals who have worked with the client. Lawyers should obtain all pertinent information in the possession of the State or the Oregon State Hospital. The lawyer should pursue formal and informal discovery with authorities as described in Standard 4.
2. A lawyer should review all medical records related to the client and to the client's treatment and be familiar with the types of treatment that the client is undergoing.
3. A lawyer should be familiar with any court cases involving the client which may impact commitment, placement, or which the client's PSRB case may impact.
4. A lawyer should be familiar with the process for requesting indigent defense funding from the Oregon Public Defense Commission including the process for appeals of the Commission's decisions as needed for constitutional representation.
5. A lawyer should always consider whether to reduce investigation to writing.
6. A lawyer may not intentionally destroy evidence in a case and must comply with all statutes governing discovery to the State.

STANDARD 4: DISCOVERY

A lawyer has the duty to pursue formal and informal discovery as soon as possible following assignment to a PSRB case and continue to pursue opportunities for discovery throughout the case. A lawyer has a duty to be aware of all possible sources of formal discovery including the

State and the hospital and to pursue discovery from each source. A lawyer must be familiar with the Oregon Rules of Civil Procedure, all applicable OARs, and other law and case law governing discovery as well as those making sanctions available for discovery violations.

Commentary:

1. A lawyer's discovery review should include, but is not limited to, the following:
 - a. Examinations of the client by the State Hospital;
 - b. Police reports for the incident underlying commitment to the PSRB;
 - c. Any pertinent filings from the underlying case;
 - d. Other psychiatric examinations of the client;
 - e. The client's current treatment plan;
 - f. Any records of the client's previous treatment.
2. Lawyers should be prepared to file protective orders as needed to secure discovery.
3. A lawyer should file motions seeking to preserve evidence where it is at risk of being destroyed or altered.
4. A lawyer should be familiar with and observe the applicable statutes, rules, and case law governing the obligation of the defense to provide discovery. A lawyer request protective orders or otherwise resist discovery where a basis exists to shield information in the possession of the defense from disclosure.
5. Lawyers should not rely on discovery to provide all information in the case and should not assume that parties are compliant with discovery obligations unless the lawyer has verified the compliance.

STANDARD 5.1: HEARING PREPARATION

A hearing before the PSRB is a complex event that requires preparation, knowledge of applicable law and procedure, and skill. A defense lawyer must be prepared to present to the board a compelling case which will advance the client's goals. Lawyers should be prepared to address issues of law and fact but must also be prepared to address the practical issues that the Board may raise. In order fully prepare a lawyer should develop, in consultation with the client and members of the defense team, an overall defense strategy for the hearing.

Commentary:

1. A lawyer should, in advance of any hearing, secure the attendance of necessary witnesses including using subpoenas if necessary and available.
2. In advance of the hearing lawyers should plan for each stage of the hearing, prepare drafts of questions for likely witnesses, as well as for arguments to the Board.
3. Lawyers should be mindful that members of the PSRB are not always legally trained and may not respond the same way a judge would to legal arguments. Lawyers should tailor their arguments accordingly.
4. A lawyer should ordinarily have the following materials available for use at any hearing:
 - a. Relevant documents prepared by the client's doctors or evaluators;
 - b. Outlines of questions for all witnesses;
 - c. Copies of defense subpoenas, if any;
 - d. A list of all exhibits and the witnesses through whom they will be introduced;
 - e. Originals and copies of all documentary exhibits;
 - f. Copies of all relevant OARs and case law;
 - g. Evidence codes or compilations of evidence codes, relevant statutes, copies of relevant case law, and copies of learned treatises that are relevant to the hearing; and
 - h. Outline or draft of closing argument.
5. A lawyer should be fully informed as to the law and procedural rules relating to all stages of the hearing process and be familiar with legal and evidentiary issues that can reasonably be anticipated to arise in the hearing. The lawyer should develop strategies for challenging evidence that is not favorable to their client's position.
6. A lawyer should plan with the client the most convenient system for conferring privately throughout hearings. Where necessary, a lawyer should seek an order to have the client available for conferences. A lawyer should, where necessary, secure the services of a competent interpreter for the client during all proceedings.

STANDARD 5.2: PRE-HEARING MOTIONS

A lawyer should research, prepare, file, and argue appropriate pre-hearing motions whenever there is a reason to believe that they would benefit their client. A lawyer must be knowledgeable of all motion and notice deadlines that may apply to their case. Lawyers may not miss filing deadlines.

Commentary:

1. The decision to file a particular pre-hearing motion or notice should be made by the lawyer after thorough investigation, discussion with their client, and after considering the applicable law in light of the circumstances of the case.
2. Lawyers should consider filing motions in order to preserve issues for appellate review and to preserve future litigation which might benefit their client.
3. Among the issues the lawyer should consider prior to filing pre-hearing motions are:
 - a. The impact the motion will have on the evidence available at hearings before the Board.
 - b. The possibility that the motion will delay or expedite the client's next hearing or stated goals.

STANDARD 5.3: INITIAL HEARING

A lawyer should begin preparing for the initial hearing at the time of assignment. Lawyers should examine all reports available from trial counsel, OSH, and any community resources, and should meet with their client well in advance of the hearing to advise the client, explain the hearing process, and begin crafting a strategy for the initial hearing.

Commentary:

1. Lawyers should work to help the client understand the process of being at OSH, their treatment paths, and what to expect during their initial hearing.
2. Lawyers should understand the time limits imposed by the PSRB for questioning and should adhere to those limits.
3. Lawyers should anticipate the DOJ calling the client's treating doctor from OSH or, if client is in community placement, their case manager. Lawyers should be prepared to cross examine all DOJ witnesses to advance their client's case.
4. Lawyers should review DOJ's proposed exhibits as soon as they are provided prior to the

hearing.

5. Lawyers should work with their client to help the client decide if they want to testify at the initial hearing.
6. Lawyers should be prepared to deliver a compelling summation during closing arguments which provides the Board with reasons to find in their client's favor.
7. Throughout the hearing, a lawyer should endeavor to establish a proper record for appellate review. As part of this effort, a lawyer should request, whenever necessary, that all hearing proceedings be recorded.
8. Lawyers should review the written decision of the Board for errors and file necessary motions to correct those errors.

STANDARD 5.4: REPRESENTATION AFTER THE INITIAL HEARING

Lawyers are obligated to continue representation of their client beyond the initial hearing and until the client is discharged by the PSRB. This representation includes being available to answer questions from the client, advising clients about all aspects of their commitment to the PSRB as well as representation at any placement review hearings before the Board. Lawyers should continue to advocate for the client's goals throughout their representation.

Commentary:

1. Lawyers should continue to keep apprised of their client's treatment and progress with that treatment. This may require ongoing review of records generated by the client's treatment team's monthly meetings.
2. Lawyers should be prepared to file ongoing requests for records as needed.
3. The treatment team will have the greatest impact on the Board's decision regarding the client's placement. As such, lawyers should endeavor to understand and inform the team's views and opinions of their client.
4. Lawyers should advise the client on their ability to demand a review hearing and the

advisability of calling a review hearing. Lawyers should demand a review hearing if the client requests one and a review hearing is legally allowed.

5. Lawyers should be prepared to advocate for client's wishes if there is a request for a change in the client's placement that does not align with the client's wishes.

STANDARD 5.5: REVIEW HEARINGS

Lawyers must be prepared to represent their client's interests at any review hearings. If the client's discharge is at issue, lawyers should be prepared to litigate the issue and advocate for the client's desired outcome regarding discharge.

Commentary:

1. OSH can request a hearing at any time, so lawyers need to continually review and update the client's case to be prepared for a review hearing on potentially short notice in addition to preparing for regular periodic review hearings.
2. Discharge can be at issue in any review hearings and a lawyer should be prepared to argue about discharge at any review hearing.
3. Lawyers should review all records in advance of any review hearing.

STANDARD 6.1: OBLIGATIONS OF COUNSEL REGARDING APPEALS

If at any point a lawyer determines that an appeal of a decision of the Board would be in the client's best interest and is legally permissible the lawyer should take the necessary steps to perfect the appeal.

Commentary:

1. When a client pursues an appeal and another lawyer is handling the appeal, the PSRB lawyer should cooperate in providing information to the appellate lawyer concerning the proceedings below.
2. Lawyers who represent indigent clients should be knowledgeable about the process of requesting an appellate attorney from OPDC for appeals of Board Decisions.



Civil Commitment Attorney Performance Standards (DRAFT)

November 2025

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Standards for Representation in Civil Commitment Cases

INTRODUCTION:

Oregon Revised Statute 151.216(j) mandates that the Oregon Public Defense Commission (OPDC) “[d]evelop, adopt and oversee the implementation, enforcement and modification of policies, procedures, minimum standards, and guidelines to ensure that public defense providers are providing effective assistance of counsel consistently to all eligible persons in this state as required by statute and the Oregon and United States Constitutions. The policies, procedures, standards, and guidelines described in this paragraph apply to employees of the commission and to any person or entity that contracts with the commission to provide public defense services in this state.”

The following standards were developed by OPDC staff with input from a civil commitment provider workgroup. Per OPDC policy, these standards will be reviewed and revised one, two, and five years from adoption. OPDC welcomes ongoing provider input regarding the content and efficacy of these standards.

Each standard sets a baseline for practice of appointed defense work and is followed by commentary that supplements the baseline standards. OPDC recognizes that in any given case, some standards and commentary might be inapplicable or even mutually exclusive.

Commentary is particularly challenging as there are many times when the commentary is impractical or even against a client’s best interest or desire. OPDC acknowledges that to practice law, exceptions to these baseline rules and their commentary must apply. The commentary provides additional considerations for counsel performing public defense. There are times when items listed in the commentary may be useful or helpful during representation. They are not meant to establish baseline minimum performance standards.

OPDC is grateful to Oregon Public Defense Commission Civil Commitment Standards Workgroup for the extensive work OPDC drew upon in the development process.

STANDARD 1.1: THE ROLE OF CIVIL COMMITMENT COUNSEL

The lawyer for a client in a civil commitment case should provide quality and zealous representation at all stages of the case, advocating at all times for the client's expressed interests according to Oregon Rules of Professional Conduct 1.14. If a client cannot express their own interests the lawyer should act to preserve all of their client's rights.

Commentary:

1. A lawyer is bound by the client's definition of his or her best interests and should not substitute the lawyer's judgment for that of the client regarding the objectives of the representation except as permitted by ORCP 1.14.
2. A lawyer should provide candid advice to the client regarding the probable success and consequences of pursuing a particular position in the case and give the client the information necessary to make informed decisions. A lawyer should consult with the client regarding the assertion or waiver of any of their client's rights or positions.
3. Lawyers in civil commitment cases should be prepared to navigate the healthcare systems that their clients are in and should be aware of the differences between advocacy in a health care setting and advocacy in a court setting. Lawyers should be familiar with the legal or administrative staff in those hospital systems and should be prepared to communicate with them to resolve barriers to access or information within the healthcare system.
4. A lawyer should exercise reasonable professional judgment regarding technical and tactical decisions and consult with the client on strategy to achieve the client's objectives.

STANDARD 1.2: EDUCATION, TRAINING, AND EXPERIENCE OF CIVIL COMMITMENT COUNSEL

- A. A lawyer must be familiar with applicable statutes, caselaw, local court practices, and local alternatives to commitment. A lawyer must be aware of the timelines, required notices, methods of obtaining needed information to litigate a civil commitment. A lawyer

should be aware of collateral consequences that may impact a client as a result of civil commitments. A lawyer has a continuing obligation to stay abreast of changes and developments in the law and with changing best practices for providing quality representation in civil commitment cases.

- B. Prior to handling a civil commitment matter, a lawyer must have sufficient experience or training to provide quality representation. Prior to accepting appointment in a civil commitment case, a lawyer must be certified for civil commitments by OPDC.**

Commentary:

1. To remain proficient in the law, court rules, and practice applicable to civil commitment cases, a lawyer should regularly monitor the decisions of Oregon and pertinent Federal appellate courts related to civil commitment cases. Lawyers should also monitor bills before the Oregon State Legislature which may impact civil commitment practices.
2. Lawyers should have knowledge of mental health disorders, their presentations, and the mental health treatment systems available to clients. Lawyers should also understand the likely ramifications of various mental health disorders on the client's ability to successfully defend a civil commitment allegation.
3. Lawyers should have knowledge of intellectual disabilities, their presentations, and the available treatments for them. Lawyers should also understand the likely ramifications of various intellectual disabilities on the client's ability to successfully defend a civil commitment allegation.
4. A lawyer should be informed of the practices of the specific judge before whom a client they are representing is appearing.
5. Lawyers should maintain a professional network of other lawyers who routinely practice civil commitment law and should consult with that network as needed. Lawyers should be knowledgeable of how to consult with appellate counsel who routinely handle civil commitment appeals. Lawyers should subscribe to professional listservs, consult available online resources, and attend continuing legal education programs relating to

the practice of civil commitment law as available.

6. A lawyer practicing civil commitment law should become familiar with the collateral consequences of commitments such as loss of firearm rights, non-expungable, professional licensure, possible ramifications to housing, financial costs of commitment if on private insurance, possible ramifications on parenting, etc. and should stay up to date on any changes to those consequences or ways for clients to minimize their exposure to them.
7. A lawyer providing representation in civil commitment cases should be familiar with key agencies and services typically involved in those cases such as, the district attorney's office, office of county counsel, hospital staff, county behavioral health entities, private treatment facilities, and programs, along with other services and programs available as dispositional alternatives to commitment and detention.

STANDARD 1.3: OBLIGATIONS OF CIVIL COMMITMENT COUNSEL REGARDING WORKLOAD

Before seeking appointment to act as counsel or accepting appointment, a lawyer has an obligation to ensure that they have sufficient time, resources, knowledge, and experience to offer quality representation to a client in a civil commitment without hampering their representation of the lawyer's existing clients.

Commentary:

1. A lawyer should have access to sufficient support services and resources to allow for quality representation. This includes investigation.
2. A lawyer should evaluate their ability to appear in court with clients when deciding whether to accept an appointment in a case. A lawyer must appear personally for all critical stages of the case.
3. When possible, lawyers should appear in person or in the same manner as their clients. Lawyers should be aware of the options for a client's appearance.

STANDARD 2.1: CLIENT COMMUNICATION

A lawyer must meet with their client within 24 hours of their appointment and attempt to conduct an in-person interview with the client and should thereafter establish a procedure to maintain regular contact with the client in order to explain the allegations and process of commitment proceedings, address the ongoing needs of the client, obtain necessary information from the client, consult with the client about decisions necessary for the representation, conduct a conflict check at the time of appointment, and respond to requests from the client for information or assistance concerning the case. The lawyer shall promptly respond to reasonable requests for information from the client.

Commentary:

1. For clients that are detained outside of the lawyer's primary county, the lawyer should consider having counsel in the county where the client is detained appointed.
2. A lawyer with a client detained outside of the lawyer's primary county may seek the assistance of an attorney based in the county where the client is detained to conduct the initial interview with their client and satisfy the 24-hour requirement in this standard.
3. Lawyers should know the process for appointments in counties in which they practice and should consider ways to expedite the appointments to new clients.
4. Lawyers should maintain contact with their clients throughout any diversion period to continue to accomplish the purposes of this Standard.
5. A lawyer should use clear, developmentally appropriate language, and should use an interpreter as required. A lawyer should elicit the client's point of view and encourage the client's participation in their own defense to the fullest extent possible.
6. Prior to all meetings, the lawyer should:
 - a. Be familiar with the elements of civil commitment;
 - b. Obtain copies of any relevant documents that are available including any initiating

- document, recommendations and reports made by agencies concerning commitment, and law enforcement reports that might be available;
- c. Be familiar with the legal procedure the client will encounter and be prepared to discuss the process with the client.

STANDARD 3.1: INVESTIGATION

A lawyer has a duty to conduct an independent review of the case, regardless of the client's admissions or statements to the lawyer of facts which might justify commitment. Where appropriate, the lawyer should engage in a full investigation, which should be conducted as promptly as possible and should include all information, research, and discovery necessary to assess the strengths and weaknesses of the case, to prepare the case for hearing, and to best advise the client. A lawyer has a duty to be familiar with the process to request funding for an investigator from OPDC if they do not have access to an in-house investigator, and whenever possible should avoid taking on investigations themselves that could cause them to be a witness in the case. The lawyer should not knowingly use illegal means to obtain evidence or instruct others to do so.

Commentary:

1. A lawyer should attempt to interview all potential witnesses in a case including the investigator for the state, the state's psychiatrist, client's family, and other outside professionals who have worked with the client, as well as any law enforcement officers involved. Lawyers should obtain all pertinent information in the possession of the prosecution, juvenile authorities, or law enforcement. The lawyer should pursue formal and informal discovery with authorities as described in Standard 4.
2. A lawyer should obtain prior criminal offense, juvenile records, and prior commitment records of the client as well as where available their school, mental health, medical, drug and alcohol treatment records.
3. On or around the third day of the case lawyers should contact the hospital and state's investigator to confirm the hospital's understanding of the basis for the client's continued hold.
4. A lawyer should always consider whether to reduce investigation to writing and should instruct their investigators to only do so after consultation with the lawyer.

5. A lawyer may not intentionally destroy evidence in a case and must comply with all statutes governing discovery to the prosecution.

STANDARD 4: DISCOVERY

A lawyer has the duty to pursue formal and informal discovery as soon as possible following appointment and continue to pursue opportunities for discovery throughout the case. A lawyer has a duty to be aware of all possible sources of formal discovery including the State and the hospital. Lawyers should prioritize available sources of discovery and pursue discovery from sources as the case timing allows. Lawyers must be aware of and abide by time and notice restrictions to obtain necessary information. A lawyer must be familiar with the Oregon Rules of Civil Procedure, all applicable statutes, and other rules and case law governing discovery. Lawyers must be aware of and seek medical records from the detaining hospital.

Commentary:

1. Lawyers should consider seeking appointment orders which include a court's order to the hospital requiring they provide patient records to the lawyer.
2. A lawyer should demand discovery from both the State and the detaining hospital. Discovery should include, but is not limited to, the following:
 - a. Client's medical records;
 - b. Witness lists along with witness contact information;
 - c. Police reports, if any;
 - d. Any exhibits they intend to offer at hearing.
3. Lawyers should be familiar with the process of obtaining the investigation report from the county civil commitment investigator and should obtain those reports as soon as possible.
4. A lawyer should be familiar with and observe the applicable statutes, rules and case law governing the obligation of the defense to provide discovery. A lawyer should file motions for protective orders or otherwise resist discovery where a basis exists to shield information in the possession of the defense from disclosure.

5. Lawyers should not rely on discovery to provide all information in the case and should not assume that the State is compliant with discovery obligations unless the lawyer has verified the compliance.

STANDARD 5: EXPLORATION OF DIVERSION

A lawyer has the duty to explore with the client the possibility, advisability, and consequences of entering into a diversion agreement when the option exists in their case. A lawyer has the duty to be familiar with the laws, local practices, and consequences concerning diversion agreements.

Commentary:

1. A lawyer should explain to the client the procedural options available to the client, the benefits, and consequences of considering a diversion and discuss with the client any rights or timelines that may be impacted by diversion.
2. A lawyer should continue to take steps necessary to preserve the client's rights and advance the client's defenses regardless of the presence of a diversion offer.
3. A lawyer whose client is in diversion should remain available to clients during the period of their diversion if the client has questions or requests legal advice regarding their diversion.

STANDARD 6.1: HEARING PREPARATION

A civil commitment hearing is a complex event that requires preparation, knowledge of applicable law and procedure, and skill. A defense lawyer must be prepared on the law and facts related to their client's case, prepared to challenge the State's case, present a defense case, and adapt to the changing nature of a civil commitment hearing. To fully prepare for a hearing a lawyer should develop, in consultation with the client and members of the defense team, an overall defense strategy for the conduct of the hearing.

Commentary:

1. Lawyers are expected to be fully prepared for all aspects of a civil commitment hearing within the allotted statutory timeframe.

2. Prior to the hearing, a lawyer should consult with their client in order to understand the client's goals related to the hearing such as whether or not to attend the full hearing, whether that attendance will be in person or via virtual means, whether to have someone attend the hearing for support, whether to testify or make a statement at the hearing. Lawyers should advocate for their client's goals.
3. Lawyers should review all available documents to identify potential issues in the State's case. Lawyers should plan their own presentation to address those issues in their client's favor.
4. A lawyer must, in advance of hearing, secure the attendance of necessary witnesses including through the use of subpoenas as needed, and develop outlines or plans for opening, closing, anticipated cross examinations, and direct examinations.
5. A lawyer should ordinarily have the following materials available for use at trial:
 - a. Copies of all relevant documents filed in the case;
 - b. Relevant documents prepared by investigators and examiners;
 - c. An outline or draft of opening statement;
 - d. Cross-examination plans for all possible state witnesses;
 - e. Copies of any documents needed to impeach the State's witnesses;
 - f. Direct examination plans for all prospective defense witnesses;
 - g. Copies of defense subpoenas and blank subpoenas to be used as needed during the hearing;
 - h. Copies of client's medical records relevant to the proceeding;
 - i. A list of all exhibits and the witnesses through whom they will be introduced;
 - j. Evidence codes or compilations of evidence codes, relevant statutes, copies of relevant case law, and copies of learned treatises that are relevant to the hearing; and
 - k. An outline or draft of closing argument.
6. The lawyer should analyze potential State evidence for admissibility problems and develop strategies for challenging admissibility of evidence. The lawyer should be prepared to address objections to defense evidence or testimony.
7. The lawyer should consider requesting that witnesses be excluded from the trial.
8. A lawyer should plan with the client the most convenient system for conferring privately throughout the trial. Where necessary, a lawyer should seek a court order to have the client available for conferences. A lawyer should, where necessary, secure the services

of a competent interpreter/translator for the client during all trial proceedings.

9. Lawyers should begin planning for the client's potential release as soon as practicable after appointment. Preparation should include working with the client to secure suitable housing, clothing, services, mental health care, and access to medications. Lawyers should consider contacting the client's friends and relatives if available.

STANDARD 6.2: PRE-HEARING MOTIONS

A lawyer should be prepared to file motions in advance of hearing challenging the procedural issues related to their client's case. A lawyer must be knowledgeable of all motion and notice deadlines that may apply to their case. Lawyers should continue to develop motions throughout the hearing. Lawyers may not miss filing deadlines.

Commentary:

1. The decision to file a particular pretrial motion or notice should be made by the lawyer after thorough investigation, discussion with their client, and after considering the applicable law in light of the circumstances of the case.
2. Among the issues the lawyer should consider addressing in pretrial motions are:
 - a. Motions to dismiss;
 - b. Motions related to the location of the hearing;
 - c. Motions related to the manner in which client appears and may be heard during the hearing;
 - d. Motions related to communication with the clients;
 - e. Motions related to the manner in which witnesses appear;
 - f. Motions related to the form and content of the examination of their client.

STANDARD 6.2: HEARING

Lawyers must be prepared at the civil commitment hearing to represent the client's interests, to cross examine State's witnesses as required to advance the client's goals, and to present any defense witnesses necessary to advocate for the client's stated goals. Civil commitment hearings are inherently prone to quick changes, and the lawyer needs to be prepared to shift tactics as needed throughout the hearing. During the hearing, lawyers should be mindful to preserve any issues that may be the subject of an appeal. The lawyer should be prepared to deliver compelling reasons that the court should find in favor of the client.

Commentary:

1. Lawyers should consider keeping blank copies of subpoenas on hand during hearings in case a witness needs to be subpoenaed during the proceedings.
2. Lawyers should consult with their clients, to the fullest extent possible, to explain any changes that occur during the hearing which may impact the client's position.
3. Lawyers should consider requesting a recess after the state's case concludes or as needed throughout the hearing to assure that the client is able to understand the proceedings to the fullest extent possible and to make any decisions that they are entitled to make during the hearing.
4. Throughout the hearing, a lawyer should endeavor to establish a proper record for appellate review. As part of this effort, a lawyer should request, whenever necessary, that all trial proceedings be recorded.
5. Lawyers should review the judgment for errors and file necessary motions to correct those errors.

STANDARD 7.1: OBLIGATIONS OF COUNSEL FOLLOWING DISPOSITION

Following the conclusion of the case a lawyer must advise their client about the possibilities of appellate relief and, at the behest of the client, file the necessary paperwork to begin an appeal or to transfer the case to an appellate lawyer who will then perfect the appeal.

Commentary:

1. The lawyer's duty to communicate with client, explain the proceedings, and answer their client's questions continues for reasonable amount of time post-disposition.
2. When a client pursues an appeal, a lawyer should cooperate in providing information to the appellate lawyer concerning the proceedings in the trial court.
3. Lawyers who represent indigent clients should be knowledgeable about the process of requesting an appellate attorney for civil commitment appeals.