

# Oregon Public Defense Commission

**Proposed Changes  
to Key  
Performance  
Measures**

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January 8, 2026



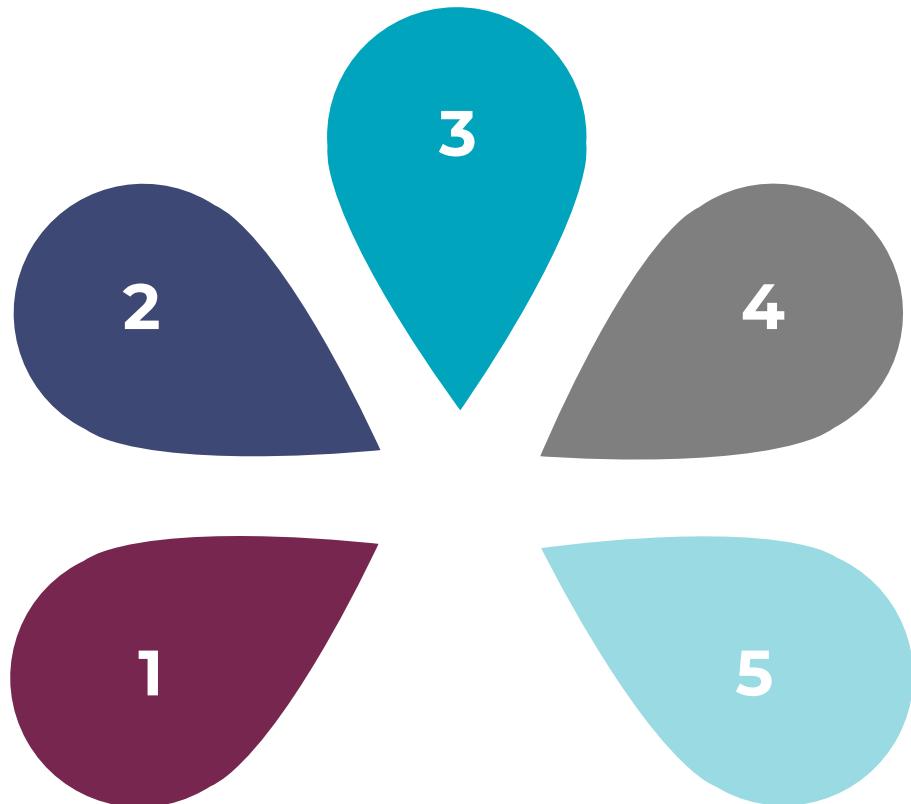
**Oregon  
Public  
Defense  
Commission**



# Key Performance Measures

- The Annual Performance Progress Report (APPR) is the primary expression of agency performance measured against legislatively approved Key Performance Measures (KPMs). The APPR report is submitted each October.
- During the 2026 legislative short session, OPDC plans to propose changes to the agency's KPMs.
- The proposed changes are based on the efforts of an internal workgroup, involving agency staff, board members, and key stakeholders.

# Current KPMs



## Appellate Case Processing

Median number of days to file an opening brief.

## Customer Service

Percent of customers rating their satisfaction with the agency as “good” or “excellent.”

## Best Practices for Boards and Commissions

Percent of total best practices met by the Commission.

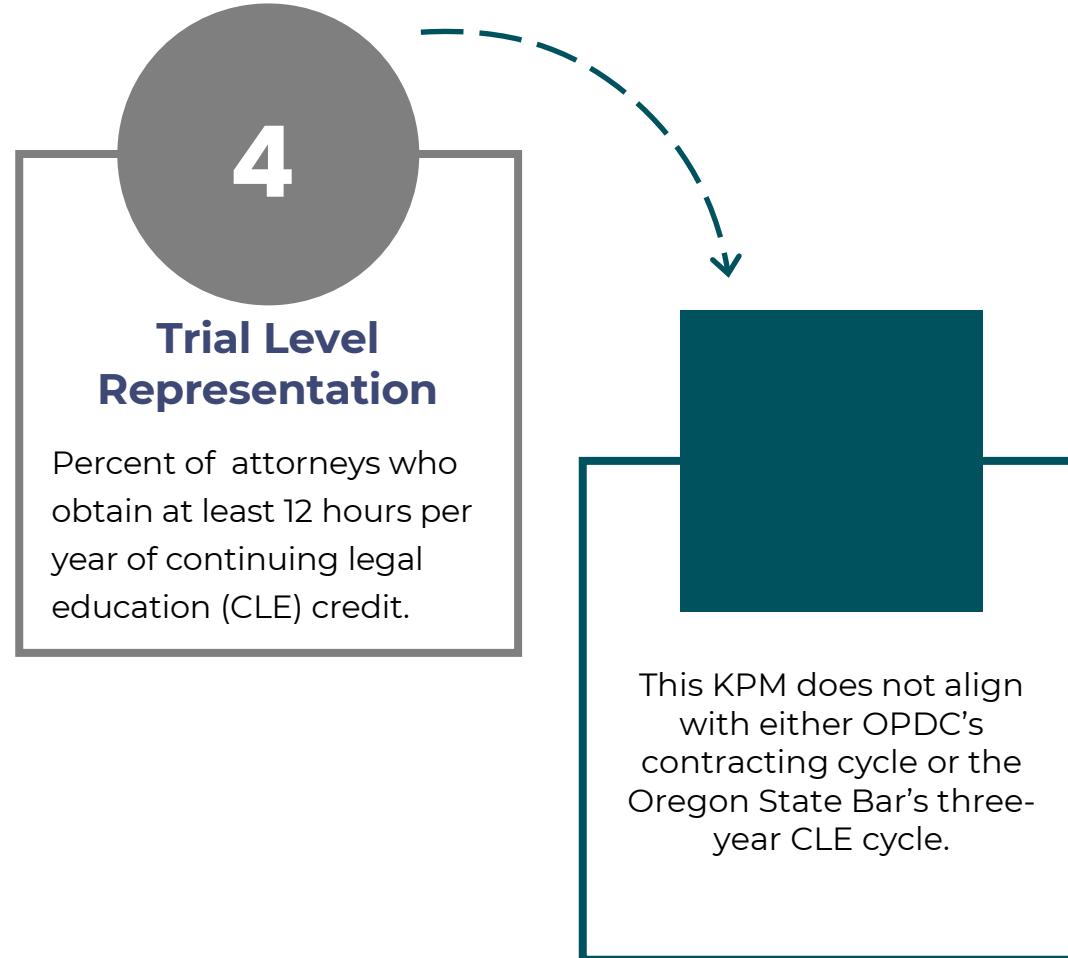
## Trial Level Representation

Percent of attorneys who obtain at least 12 hours per year of continuing legal education (CLE) credit.

## Parent Child Representation Program (PCRP)

Percent of PCRP attorneys who report spending 1/3 of their time with clients.

# Proposed KPM Elimination



# Proposed Additional KPMs

**5**

**Eligible Individuals Receive Timely Appointed Counsel**

**8**

**Timely Processing of Pre- Authorized Expense (PAE) Requests**

**6**

**Hire and Retain State Trial Level Attorneys**

**9**

**Policies, Procedures, Standards, and Guidelines Align with Agency Priorities**

**7**

**Timely Processing of Accounts Payable (AP) Invoices**

**10**

**Contractors Meet or Exceed Performance Expectations**

# Each proposed KPM has been developed with three key considerations.

## **Measurement**

What is being measured and how is it defined?

## **Source**

What is the guidance that drives this measure? This may include legislation, budget, or other elements.

## **Alignment**

How does this measurement align with OPDC's strategic plan goals and objectives?

# Strategic Plan – Goals

01

## **End the Unrepresented Persons Crisis**

Attract, recruit, and retain highly qualified, diverse, and dedicated public defenders and non-attorney case support personnel to ensure that every client receives effective and compassionate legal representation.

02

## **Improve Provider Relationships**

Strengthen our relationships with our providers by fostering a collaborative environment that promotes open communication, mutual respect, and shared objectives.

03

## **Cultivate Operational Excellence**

Streamline our processes, improve efficiency, and foster a culture of continuous improvement by leveraging technology, investing in staff development, and implementing robust performance metrics with a strong commitment to diversity, equity and inclusion.

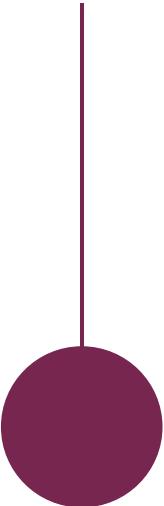
04

## **Finalize Integration with the Executive Branch**

Successfully complete transition activities to move operations to the Executive Branch while maintaining our commitment to excellence and client-centered service.

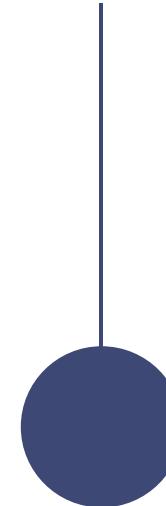
# KPM 5

Eligible individuals receive timely appointed counsel.



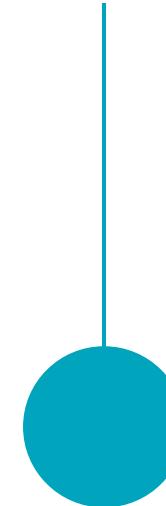
This measurement considers timely to mean within 7 days. Only applies to the first attorney assignment. Warrants cases are excluded. Cross county cases may be counted as unrepresented, even if counsel is assigned on another case.

## Measurement



OPDC's Six-Year Plan to reduce the public defender deficiency. Director Ken Sanchagrin's June 2025 letter to Governor Kotek.

## Source



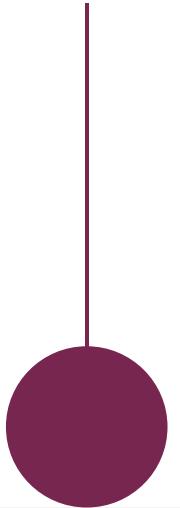
Goal 1 – End the Unrepresented Persons Crisis

Goal 3 – Cultivate Operational Excellence

## Alignment

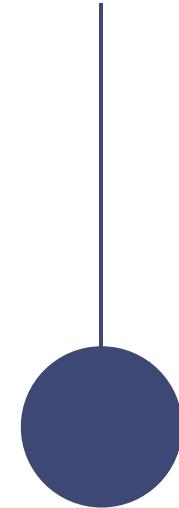
# KPM 6

Hire and retain state-level trial attorneys.



Aims to increase staffing within the Oregon Trial Division.

Looks at full-time equivalent (FTE), not Maximum Attorney Caseload (MAC).



SB 337 (2023)



Goal 1 – End the Unrepresented Persons Crisis

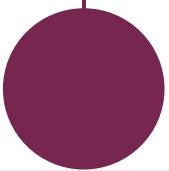
Measurement

Source

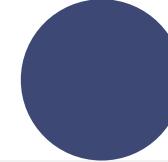
Alignment

# KPM 7

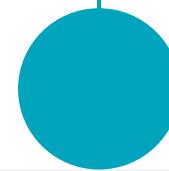
## Timely processing of Accounts Payable (AP) invoices



All invoices are reviewed, and payments processed within forty-five (45) days of receipt.



SB 337 (2023)  
Oregon Accounting Manual (OAM)  
Department of Administrative Services (DAS) Standards



Goal 2: Improve Provider Relationships

Goal 3: Cultivate Operational Excellence

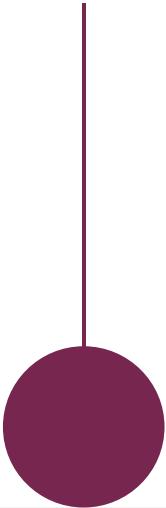
**Measurement**

**Source**

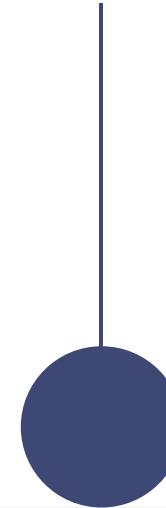
**Alignment**

# KPM 8

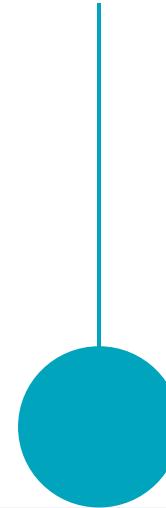
Timely processing of pre authorized expense (PAE) requests.



All PAE requests are reviewed and processed for payment within five (5) days of receipt.



SB 337 (2023)  
Oregon Accounting Manual (OAM)  
Department of Administrative Services (DAS) Standards



Goal 2: Improve Provider Relationships

Goal 3: Cultivate Operational Excellence

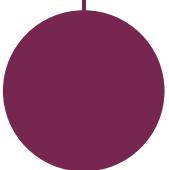
**Measurement**

**Source**

**Alignment**

# KPM 9

Policies, procedures, standards, and guidelines align with agency priorities.



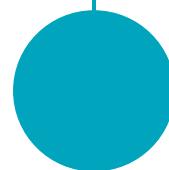
The agency develops documentation which supports the current priorities. These priorities are established through the 90-day plans, engagement with the Department of Administrative Services, and other goals developed with key stakeholders.

**Measurement**



SB 337 (2023) directs OPDC to establish policies around performance standards, process improvement, and transparency. The Remediation Plan addresses the need to update policies and procedures to align with the Executive Branch.

**Source**



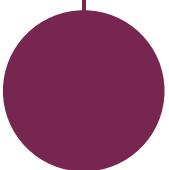
Goal 3: Cultivate Operational Excellence

Goal 4: Finalize Integration with the Executive Branch

**Alignment**

# KPM 10

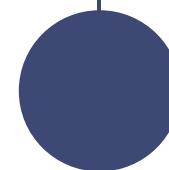
Contractors  
meet or  
exceed  
performance  
expectations.



Applies only to provider contracts, not to all OPDC contracts.

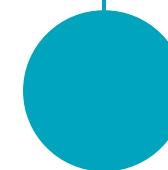
Applies to both criminal and juvenile contracts.

Does not apply to PCRP or hourly agreements.



SB 5031 (2025) Budget Note calls for a report of any providers not meeting ninety (90) percent of expectations.

2025-2027 contracts stipulate that providers with a fifteen(15) percent performance variance are subject to review.



Goal 1: End the Unrepresented Persons Crisis

Goal 3: Cultivate Operational Excellence

**Measurement**

**Source**

**Alignment**

# Next Steps

