

**Members:**

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



**Nonvoting Members:**

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

**Executive Director:**

Kenneth Sanchagrin

**Oregon Public Defense Commission Workgroup**

Meeting will occur virtually  
Thursday, March 5, 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.*

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# AGENDA

Approx. Time	Item	Lead(s)
5:00-5:05	Welcome/Call to Order	Chair Harris
5:05-5:50	<b>Briefing/Discussion:</b> Policy Option Packages	Lisa Taylor
5:50-6:30	<b>Briefing/Discussion:</b> Legislative Concepts	Lisa Taylor
6:30 (Approximately)	<b>***Adjourn***</b>	

\*To join the Zoom meeting, click this link: <https://zoom.us/j/95545104518>. 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](mailto: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: **April 2, 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:** March 2, 2026

**To:** Robert Harris, Chair of OPDC  
Susan Mandiberg, Vice Chair of OPDC  
OPDC Commissioners

**Cc:** Kenneth Sanchagrin, Executive Director

**From:** Lisa Taylor, Government Relations Manager

**Re:** 2027-29 Budget Process, Legislative Concepts, and Policy Option Packages

**Nature of Presentation: Briefing**

**Background:**

**Fiscal Context**

Under statewide guidance issued by the [Governor's Office](#) and [DAS CFO](#), it is clear that the 2027–29 biennium will be fiscally constrained. Agencies have been advised to focus on:

- Maintaining core programs and services related to the agency's mission,
- Identifying ways to self-fund strategic investments,
- Scrutinizing operational efficiencies,
- Carefully evaluating new spending proposals, and
- Preparing for potential limitations on growth or expansion.

The agency has also been advised that funding requests should not require new revenue and that ***equivalent reductions must be proposed to self-fund any packages put forward.***

For the Oregon Public Defense Commission (OPDC), this environment reinforces the importance of aligning requests with our constitutional obligations, statutory duties, and demonstrable service need, particularly in light of ongoing workload, provider capacity, and caseload challenges.

**Budget Process**

While the agency informally followed the Executive Branch's budget development process for the 2025-27 biennium, the 2027–29 biennium marks OPDC's first full budget cycle as part of the Executive Branch. As a result, the agency's budget will

now move through the Governor's formal budget development process, rather than being developed independently and transmitted directly to the Legislature.

While the full budget development process is much more detailed, to summarize, agencies will build their 2027–29 budgets in structured phases:

1. **Current Service Level (CSL):**  
The cost of continuing existing programs and services, adjusted for standard inflationary and mandated caseload.
2. **Agency Request Budget (ARB):**  
CSL plus any proposed **Policy Option Packages (POPs)** for new investments, structural changes, reductions, or program enhancements.
3. **Governor's Recommended Budget (GRB):**  
The Department of Administrative Services' (DAS) Chief Financial Office (CFO) reviews each agency's ARB in light of statewide revenue forecasts, policy priorities, and fiscal constraints. The Governor's Recommended Budget may include some, all, or none of an agency's proposed POPs and may also include reductions or adjustments.
4. **Legislative Action:**  
The Governor's Budget is then introduced to the Legislature for consideration, modification, and adoption.

In short, while the Commission will continue to set agency priorities and direction, the ARB is no longer the version of the budget that automatically advances to the Legislature. The Governor's Budget will represent the Executive Branch's balanced proposal across all state agencies and will represent the budget that the agency will be able to advocate for once session begins.

### **Policy Option Packages (POPs)**

Policy Option Packages are the primary mechanism for proposing changes to the agency's budget. They may include:

- Program expansions or new initiatives,
- Investments in staffing or provider compensation,
- System modernization or technology improvements,
- Structural or operational reforms,
- Caseload-driven adjustments beyond standard assumptions, and/or
- Reductions or efficiency proposals.

Each POP must clearly articulate:

- The policy problem being addressed,
- The operational or constitutional impact,
- The fiscal impact by fund type,
- Performance or accountability outcomes, and
- Alignment with statewide priorities and fiscal guidance.

In a constrained fiscal environment, POPs must be narrowly tailored, defensible, and strategically aligned. Proposals that do not demonstrate clear necessity, efficiency, or constitutional relevance are unlikely to advance through the Governor's review process.

Given early statewide signals that 2027–29 will be a lean biennium, expectations for growth should be tempered. The stronger approach will be to focus on:

- Stabilizing core service delivery,
- Improving operational efficiency,
- Addressing structural barriers to constitutionally required representation,
- Protecting provider network capacity, and
- Identifying targeted, high-impact investments.

As an Executive Branch agency, OPDC cannot commit to any potential POPs until the Governor’s office has approved them to move forward.

### **Legislative Concept (LC) Development**

A legislative concept is the initial stage of a bill, before it is introduced during a session and given a bill number. If an LC has a financial impact on the agency, it must be accompanied by a POP. LCs that are purely policy changes and would not have a fiscal impact do not need an accompanying POP.

As an Executive Branch agency, OPDC’s LC process must follow the Department of Administrative Services (DAS) process:

- Agencies will submit LCs to DAS by April 10 (April 1 for agencies with more than 10 concepts),
- CFO analysts review legislative concepts for policy and fiscal issues,
- The Governor’s Policy Advisors review requests and recommend whether to approve or deny the concept to move forward for drafting,
- DAS notifies agencies of final approvals, and
- DAS sends approved concepts to Legislative Counsel for drafting.

As an Executive Branch agency, OPDC cannot commit to any potential legislative concepts until the Governor’s office has approved the concept to move forward.

OPDC should consider the following when considering potential 27-29 LC requests:

- Focus on no-/low-cost changes to current work or programs that enhance customer service or improve agency efficiency,
- Limit proposals for new work or programs to those with no-/low-cost and enhance customer service or improve agency efficiency, and
- Clearly identify proposals that may be required due to impacts of federal action or changes to agency budgets the Legislature makes in 2026.

### **Stakeholder Engagement**

To inform the development of the Agency Request Budget and potential Policy Option Packages, OPDC will host two virtual public town halls on March 10 and March 11. [The invitation](#) was distributed through OPDC’s newsletter list and will be resent with the March 6 newsletter. Links to the town halls have also been posted on OPDC’s [stakeholder engagement webpage](#).

Feedback is being solicited on:

- Service delivery improvements,

- Efficiency opportunities,
- Structural reforms,
- Reduction options, and
- Targeted investments necessary to uphold constitutional representation standards.

This engagement is intended to ensure that proposals submitted through the Executive Branch process reflect operational realities and stakeholder experience. Staff will summarize the input received and present on the town halls during the March 18 Commission meeting.

**Fiscal Impact:**

This briefing does not request a fiscal action.

However, the 2027–29 budget development process will directly shape:

- OPDC's operational capacity,
- Staffing levels and provider compensation structures,
- Investments in system improvements and oversight, and
- The agency's ability to address unrepresented persons and workload pressures.

**Next Steps:**

The ARB is due to DAS by August 31, 2026. Between now and then, OPDC needs to finalize the 27-29 Current Service Level, engage stakeholders, draft initial POPs and LCs, go through DAS review and approval, finalize POPs and LCs, and submit the ARB for Commission approval.

March-April 2026: Commission and stakeholders provide input on what they would like to see in the ARB. The Commission and agency will evaluate potential POPs and LCs for strategic alignment, fiscal viability, and constitutional necessity.

Spring 2026: DAS and the Governor's office will review POP and LC proposals for approval. Staff will continue to work with them on details and clarifications as needed.

Spring- Summer 2026: Once POPs and LCs are approved to move forward, staff will work to fully develop the proposals and finalize the details. OPDC will develop a disciplined Agency Request Budget that reflects operational realities and aligns with the Governor's statewide fiscal guidance. The ARB will be brought to the Commission for approval as required by ORS 151.