

INTRODUCTORY INFORMATION

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INTRODUCTORY INFORMATION

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INTRODUCTORY INFORMATION

CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Psychiatric Security Review Board

AGENCY NAME

6400 SE Lake Road, Suite 375, Portland, OR 97222

AGENCY ADDRESS



SIGNATURE

Board Chairperson

TITLE

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

Agency Request

Governor's Budget

Legislatively Adopted

INTRODUCTORY INFORMATION

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LEGISLATIVE ACTION

**THERE WAS NO LEGISLATIVE ACTION FOR THE PSRB
FROM THE 2023-25 BIENNIUM**

LEGISLATIVE ACTION

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AGENCY SUMMARY NARRATIVE

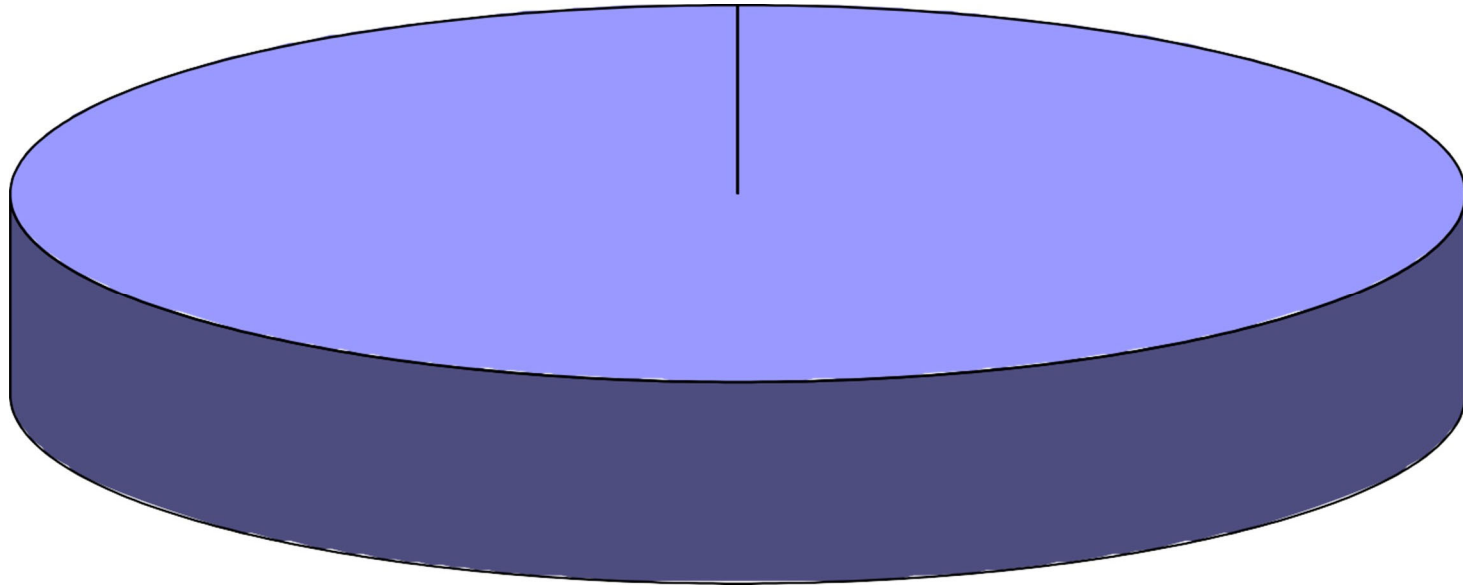
AGENCY SUMMARY NARRATIVE

AGENCY SUMMARY NARRATIVE

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AGENCY SUMMARY NARRATIVE

Budget Summary Graphics
2025-2027 Legislatively Adopted Budget
by Program Unit



General Fund
100%

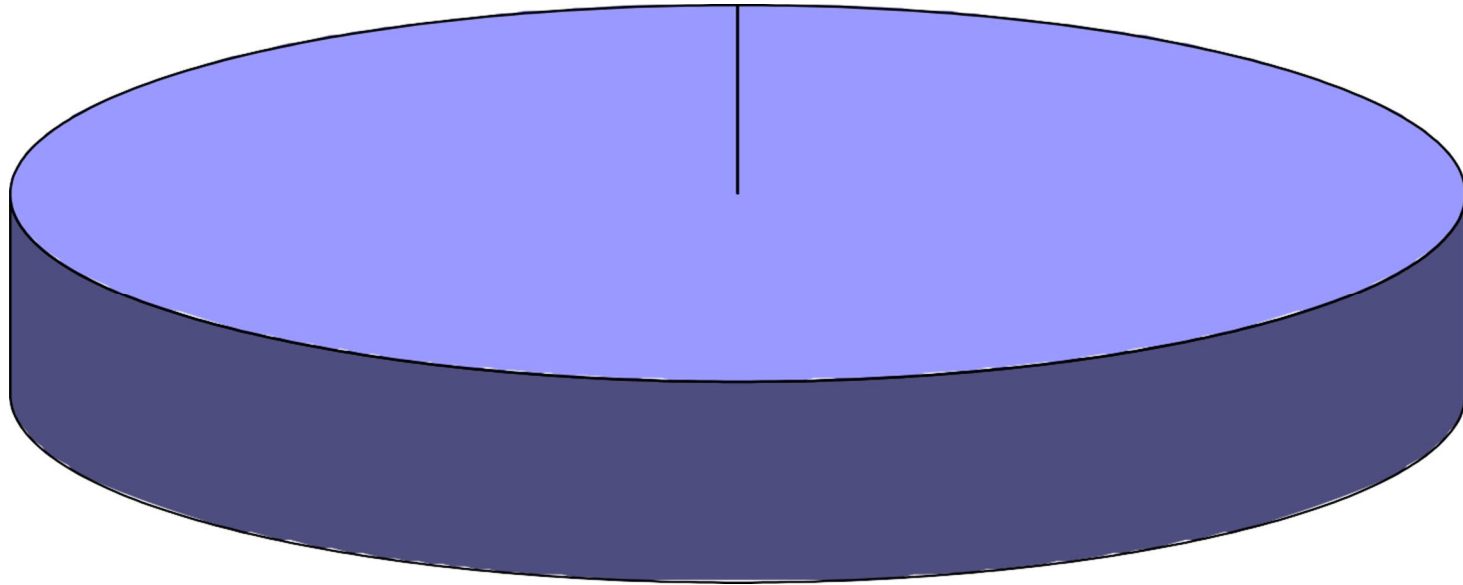
*No difference between 2025-2027 ARB and 2023-2025 LAB

AGENCY SUMMARY NARRATIVE

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AGENCY SUMMARY NARRATIVE

Budget Summary Graphics
2025-2027 Agency Requested Budget
by Fund Type



General Fund
100%

*No difference between 2025-2027 ARB and 2023-2025 LAB

AGENCY SUMMARY NARRATIVE

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AGENCY SUMMARY NARRATIVE

1. AGENCY SUMMARY NARRATIVE

- a. Budget Summary Graphics: See above.
- b. Mission Statement and Statutory Authority: The Psychiatric Security Review Board's mission is to protect the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior. To accomplish this, the Board and its partners use recognized principles of risk assessment, victims' interest and person-centered care.

The Psychiatric Security Review Board was created by the legislature in 1977 to supervise those adults who successfully assert the “guilty except for insanity” (GEI) defense in criminal proceedings. The 2005 Legislature expanded the Board’s responsibilities when it established a juvenile panel and created a youth insanity defense, “responsible except for insanity” (REI). The Legislature gave the Board additional duties in 2009 and 2013, involving the following responsibilities: firearm records reconciliation/relief; sex offender classification/relief; and supervision and monitoring of certain civil commitments.

The applicable statutes and administrative rules for adults may be found in ORS 161.295 et seq. and OAR 859-001-0005 through 859- 100-0030; for juveniles in ORS 419C.005 et seq. and OAR 859-501-0005 through 859-590-0005; for the Gun Relief Program in ORS 166.273 et seq. and OAR 859-300-0001 et seq.; for civil commitments ORS 426.701 and ORS 426.702; and for sex offender designation/relief ORS 163A.005 et seq. and 859-400-0001 et seq.

The PSRB’s mission and values are rooted in its legislative mandate to protect the public. We achieve maximum levels of public safety through:

- **Due Process:** Observing individuals’ legal rights and adhering to principles of procedural fairness.
- **Research:** Decision-making and organizational practices driven and influenced by the best available data.
- **Recovery:** Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.
- **Partnership:** Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

AGENCY SUMMARY NARRATIVE

c. Agency Strategic Plan:

In January 2024, the agency released its updated Strategic Plan, which outlines its vision, key initiatives, and performance measures for the next three years. The plan highlights the Board's commitment to continuing its exceptional work in public safety, guided by core values of recovery, partnership, research, and due process. It also aligns with Governor Tina Kotek's priorities for Oregon, addressing expectations for enterprise accountability, including the development of a Succession Plan, Diversity, Equity and Inclusion Plan, and efforts to enhance employee satisfaction and customer service. Please refer to the Special Reports section of this document for the full plan.

AGENCY SUMMARY NARRATIVE

d. Criteria for 2025-27 Budget Development: To develop the Agency Requested Budget, the following provisions and documents were considered:

- PSRB [Key Performance Measures](#)
- [PSRB's 2024 Strategic Plan](#)
- PSRB Diversity, Equity, and Inclusion Plan
- PSRB Succession Plan
- PSRB Affirmative Action Plan
- 2024 Employee Engagement Survey Results
- [Statutory provisions](#) and [administrative rules](#) relevant to the Adult and Juvenile Boards (ORS Chapter 161 and OAR Chapter 859)
- [Statutory provisions](#) and [administrative rules](#) expanding the Board's responsibilities to include the Gun Relief and Records Reconciliation Program (ORS and OAR Chapter 859-300)
- [Statutory provisions](#) and [administrative rules](#) expanding the Board's responsibilities to include Civil Commitment (ORS 426.701-426.702 and OAR Chapter 859-200)
- [Statutory provisions](#) and [administrative rules](#) expanding the Board's responsibilities to include Sex Offender Classification and Relief (ORS 163A).
- [PSRB Administrative Meetings](#)
- [2021 PSRB Work Group Report](#)
- [Governor Kotek's Issues & Priorities](#) and [Executive Orders](#)
- [Governor Kotek's Strategic Initiatives and Enterprise Accountability](#)
- Neutral Expert [Reports](#) Regarding the Consolidated *Mink* and *Bowman* Cases
- [DAS Statewide Human Resource policies](#)
- [Oregon Enterprise Information Services Policies](#)

e. Racial Impact Statements

The PSRB was not asked to provide a Racial Equity Impact Statement. On January 1, 2024, the PSRB released its Diversity, Equity, and Inclusion Plan within its Strategic Plan. This is available in the Special Reports Section. The required Agency Cover Memo is also included in this section.

AGENCY SUMMARY NARRATIVE

- f. State-Owned Buildings and Infrastructure: The Board does not own any buildings or infrastructure.
- g. Agency IT Strategic Plan: As an agency under 50 FTE, the Board does not have an independent IT Strategic Plan at this time. However, the Board has developed an initiative within its Strategic Plan to “Advance Technological Modernization for Program Excellence.” This initiative represents a strategic commitment to the continuous technological modernization of the PSRB. Our vision is to harness the momentum generated by recent technological advancements, such as our electronic file sharing and storage, secure email protocols, fully remote hearings, and the adoption of a hybrid remote work model. This initiative goes beyond the mere continuation of progress; it is a deliberate and focused endeavor to enhance operational efficiencies, alleviate internal and external administrative burdens not only internally, but for the customers we serve, facilitate improved information sharing, optimize data collection, support meaningful program evaluation, and provide for the continuous improvement of the PSRB. At its core, this initiative addresses a paramount goal—the replacement of our legacy case management system. See the Special Reports section for a full description of our technology goals.
- h. IT Project Prioritization Matrix: The Board has no major technology initiatives equal to or exceeding \$1,000,000.00.

AGENCY SUMMARY NARRATIVE

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
Psychiatric Security Review Board
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	13	13.00	4,392,585	4,392,585	-	-	-	-	-
2023-25 Emergency Boards	-	-	279,854	279,854	-	-	-	-	-
2023-25 Leg Approved Budget	13	13.00	4,672,439	4,672,439	-	-	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	384,760	384,760	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	13	13.00	5,057,199	5,057,199	-	-	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	(2,640)	(2,640)	-	-	-	-	-
Subtotal	-	-	(2,640)	(2,640)	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	70,583	70,583	-	-	-	-	-
State Gov't & Services Charges Increase/(Decrease)			32,299	32,299	-	-	-	-	-
Subtotal	-	-	102,882	102,882	-	-	-	-	-

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
Psychiatric Security Review Board
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
Psychiatric Security Review Board
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(15,663)	(15,663)	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(69,930)	(69,930)	-	-	-	-	-
100 - Case Management System Replacement	-	-	186,300	186,300	-	-	-	-	-
Subtotal Policy Packages	-	-	100,707	100,707	-	-	-	-	-
Total 2025-27 Governor's Budget	13	13.00	5,258,148	5,258,148	-	-	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	12.54%	12.54%	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	1.95%	1.95%	-	-	-	-	-

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
General Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-010-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	13	13.00	4,392,585	4,392,585	-	-	-	-	-
2023-25 Emergency Boards	-	-	279,854	279,854	-	-	-	-	-
2023-25 Leg Approved Budget	13	13.00	4,672,439	4,672,439	-	-	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	384,760	384,760	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	13	13.00	5,057,199	5,057,199	-	-	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	(2,640)	(2,640)	-	-	-	-	-
Subtotal	-	-	(2,640)	(2,640)	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	70,583	70,583	-	-	-	-	-
State Gov't & Services Charges Increase/(Decrease)			32,299	32,299	-	-	-	-	-
Subtotal	-	-	102,882	102,882	-	-	-	-	-

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
General Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-010-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-

Summary of 2025-27 Biennium Budget

**Psychiatric Security Review Board
General Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 39900-010-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	13	13.00	5,157,441	5,157,441	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(15,663)	(15,663)	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(69,930)	(69,930)	-	-	-	-	-
100 - Case Management System Replacement	-	-	186,300	186,300	-	-	-	-	-
Subtotal Policy Packages	-	-	100,707	100,707	-	-	-	-	-
Total 2025-27 Governor's Budget	13	13.00	5,258,148	5,258,148	-	-	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	12.54%	12.54%	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	1.95%	1.95%	-	-	-	-	-

AGENCY SUMMARY NARRATIVE

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AGENCY SUMMARY NARRATIVE

3. Program Prioritization for 2025-27 (form 107BF23): N/A

AGENCY SUMMARY NARRATIVE

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Psychiatric Security Review Board
2025-27 Reduction Options

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type				Rank and
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	Total Funds	Pos.	FTE	OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Other Services & Supplies	In 2023, the PSRB relocated to an area with free parking, eliminating the need for parking validation for customers.	\$ 2,400	\$ 2,400			1
2. Recruitment	This budget reduction risks significant operational setbacks for the Board. If a position becomes vacant, reduced funds will limit our ability to effectively advertise and recruit, potentially leading to prolonged vacancies. For Board members, who are high-priority and require specialized skills, this could result in delays, missed statutory deadlines, and reduced customer service, all of which could negatively impact the agency's performance and compliance.	\$ 4,030	\$ 4,030	0	-	2
3. In State Travel	The agency will forgo in-state travel. Since the onset of COVID, the change to conducting hearings remotely, the change to holding hearings remotely, and the loss of the agency's State vehicle, the agency has already significantly reduced its in-State travel. However, travel to our stakeholder sites continues to be a compelling approach to overseeing our State's conditional release programs, providing opportunity to build stakeholder partnerships, identify and gain a deeper understanding of the the program challenges, enhance trainings, and provide a deeper education to our Board regarding the conditional release placements across the State. The agency expects site visits to increase in 2025-27 in consideration of our strategic plans to enhance conditional release programs.	\$ 22,000	\$ 22,000	0	-	3
4. Office Supplies	The Board plans to reduce office expenses based on current savings in this line item. However, it's important to note that office expenses can be unpredictable, and unforeseen needs may arise. This reduction could limit our flexibility in managing essential office costs, potentially impacting our ability to respond to unexpected demands or maintain operational efficiency.	\$ 21,089	\$ 21,089			4
5. Telecomm/Tech Svc & Supp	The reduction in telecomm services will include a cut in landline usage and a shift to using Teams for communication. Additionally, if this reduction is implemented, staff with agency cell phones will continue to rely on Teams for communication. This adjustment aligns with the observed decrease in cell phone usage. The transition to Multi-Factor Authentication (MFA) will also support this reduction, as we are moving from using the MFA app on state phones to YubiKeys, which are more cost-effective and require less reliance on mobile devices.	\$ 8,000	\$ 8,000	0	-	5
6. Employee Training	The proposed reduction in the staff training budget jeopardizes our ability to cover training costs for the new case management system. Cuts also undermine our capacity to invest in other critical professional development opportunities, creating barriers to fund training programs designed to enhance staff skills, improve customer service, and support key elements of our strategic plan for the Psychiatric Security Review Board.	\$ 10,000	\$ 10,000	0	-	6

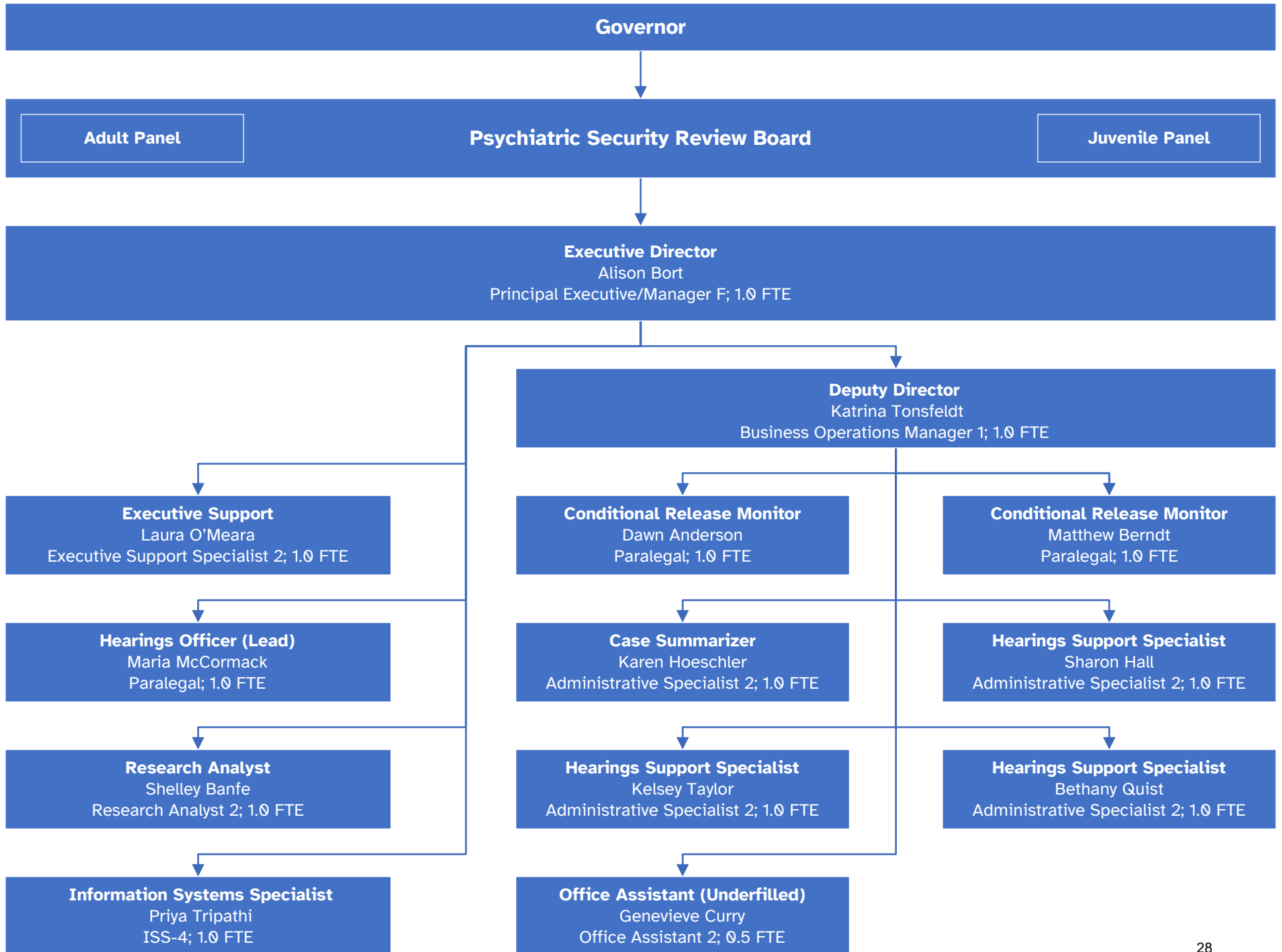
Psychiatric Security Review Board
2025-27 Reduction Options

7. Professional Services	The Board's reduction in professional services will impact two critical areas: sex offender classification and transcription services. Reducing these services could lead to delays and decreased accuracy in these critical areas, impacting the Board's overall efficiency and effectiveness. Sex Offender Classification: The Board has largely completed classifying sex offenders under its jurisdiction from the 2019-2021 biennium. However, classification of new cases—especially for male offenders, juveniles, and females—still requires outsourcing due to staff limitations and the need for specialized tools and credentials not available in-house. Transcription Services: Outsourcing transcription remains essential for handling lengthy and complex appeals. With 9 appeals in the 2023 calendar year, and given the multiple hours of hearings involved, our contractor provides the necessary expertise and tools for accurate and efficient transcription that our staff and resources cannot match.	\$ 14,000	\$ 14,000	0	-	7
8. Purchase of Expendable Property	The Board will limit purchases of durable equipment due to this reduction, which means we will have to continue using outdated, damaged, or potentially obsolete equipment. While the exact items affected are uncertain, this constraint could lead to decreased efficiency and increased maintenance issues as we rely on older assets.	\$ 26,000	\$ 26,000			8
9. Purchase of IT Expendable Property	The proposed reduction will impact our ability to purchase essential IT equipment. Specifically, the Board will need to postpone acquiring new durable IT assets, such as desktop computers, which are typically replaced every four years. As a result, we may face outdated technology and increased maintenance issues. The Board was planning to replace staff computers at the start of the 2023-2025 biennium; without this funding, alternative strategies must be considered. Additionally, all staff must use equipment approved by DAS IT, providing little flexibility in equipment purchases.	\$ 20,000	\$ 20,000			9
10. Reduce AS2 to .5 FTE	Reducing the Administrative Specialist-2 position from 1.0 FTE to 0.47 FTE will significantly impact the Board's operations, as it means losing 25% of our hearings team—central to our most visible and critical functions. This team is essential for processing exhibits and ensuring timely, accurate hearings. With the reduction, the remaining staff will need to absorb the incumbent's duties, leading to a less efficient process and a higher risk of delays. The accuracy of hearings could decline, potentially compromising due process for clients and affecting public safety. The reduced capacity may result in slower processing of exhibits and increased errors, undermining the Board's ability to conduct hearings effectively and maintain its high standards of operation.	\$ 103,096	\$ 103,096	399025	0.50	
Total		\$ 230,615				
Total 5% Reduction		\$ 230,615				
12. Eliminate OS2 Position	The OS2 plays a role in organizing client files, managing front-desk inquiries, and processing correspondence. Additionally, the OS2 supports the Board's transition to a paperless environment by assisting with the digitization of records and reducing reliance on physical documents. The position also handles the processing and organization of exhibit files, which is crucial for maintaining an efficient and accurate hearings process. Without this role, the remaining staff will face an increased workload as they absorb these responsibilities. This could lead to slower processing times, reduced accuracy in handling paperwork, and diminished customer service.	\$ 182,033	\$ 182,033	399013	1.00	
11. Eliminate AS2 Position	See above	\$ 103,096	\$ 103,096	399025	0.50	
Total 10% Reduction		\$ 515,744	\$ 515,744		2.00	

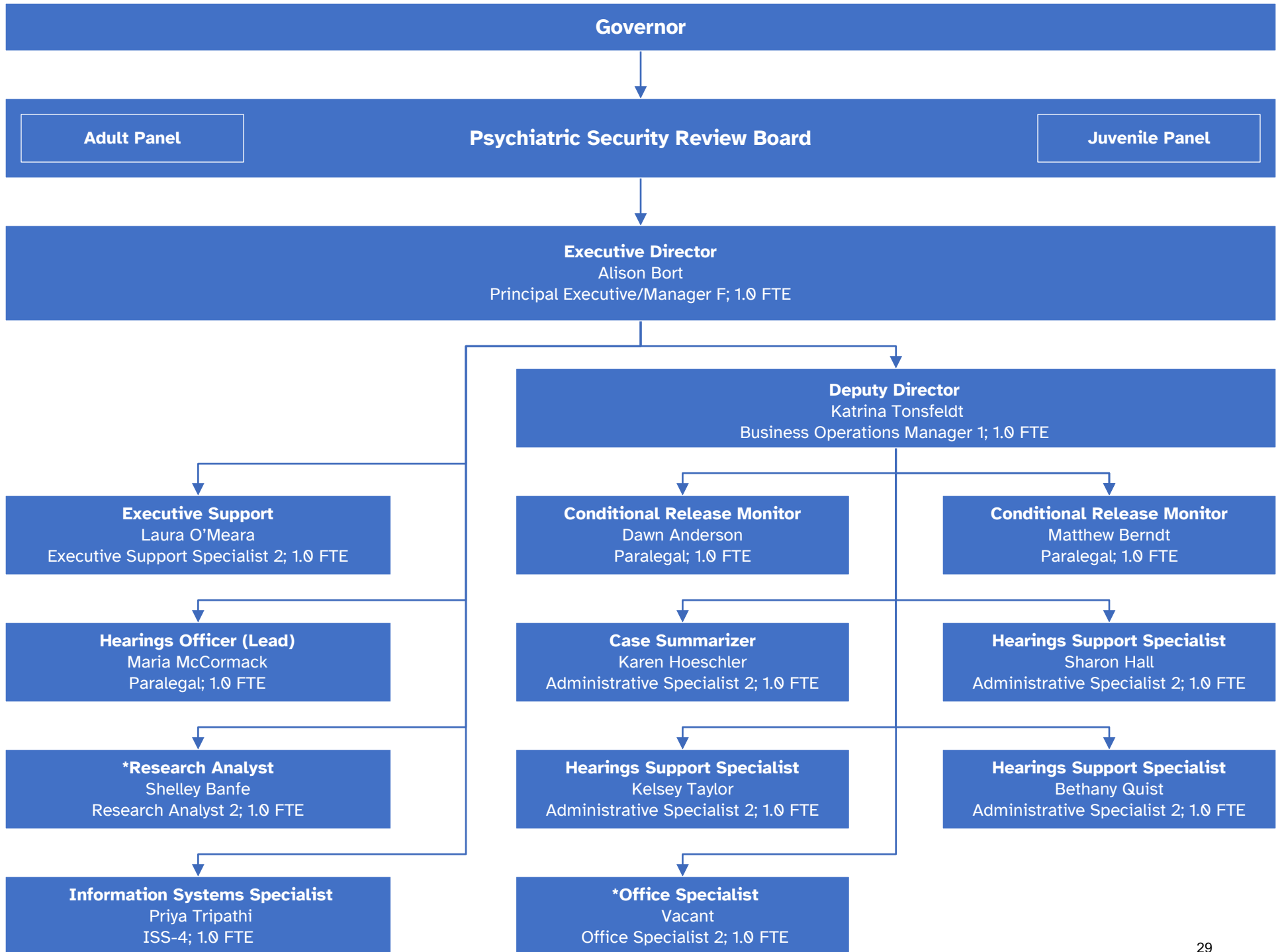
AGENCY SUMMARY NARRATIVE

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2023 - 2025 Organizational Chart



2025 - 2027 Organizational Chart



AGENCY SUMMARY NARRATIVE

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Psychiatric Security Review Board

Agency Number: 39900

**Agencywide Program Unit Summary
2025-27 Biennium**

Version: Y - 01 - Governor's Budget

Summary Cross Reference Number	Cross Reference Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
010-00-00-00000	General Program						
	General Fund	3,756,569	4,392,585	4,672,439	5,343,741	5,258,148	-
TOTAL AGENCY							
	General Fund	3,756,569	4,392,585	4,672,439	5,343,741	5,258,148	-

____ Agency Request
2025-27 Biennium

X Governor's Budget
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Agencywide Program Unit Summary - BPR010

AGENCY SUMMARY NARRATIVE

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REVENUES

REVENUES

REVENUES

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REVENUES

1. Revenue Forecast Narrative (107BGF02)

Historically, the Board has been a General Fund agency, receiving a negligible amount in Other Funds: namely, a \$10,000 American Psychiatric Association grant for being selected as the APA's 1994 Hospital and Community Psychiatry Gold Award Winner. The PSRB used the funds from this grant sparingly, and only for training purposes. Most notably, the agency used the funds to defray the cost of its joint biennial statewide training with the Oregon Health Authority's Health Systems Division for OSH staff, community treatment, and residential providers. The Board, having received a \$2,000 limitation during the 2017-2019 biennium, discharged the remaining balance from the APA grant at that time. Following the grant's discharge, the Board is once again funded entirely by general funds and expects to be during the 2025-27 biennium. The agency received no matching funds from any source.

REVENUES

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REVENUES

2. Detail of Fee, License, or Assessment Revenue Proposed for Increase (107BF08)

Not applicable.

REVENUES

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Psychiatric Security Review Board
2025-27 Biennium

Agency Number: 39900

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
No Records Available	-	-	-	-	-	-

REVENUES

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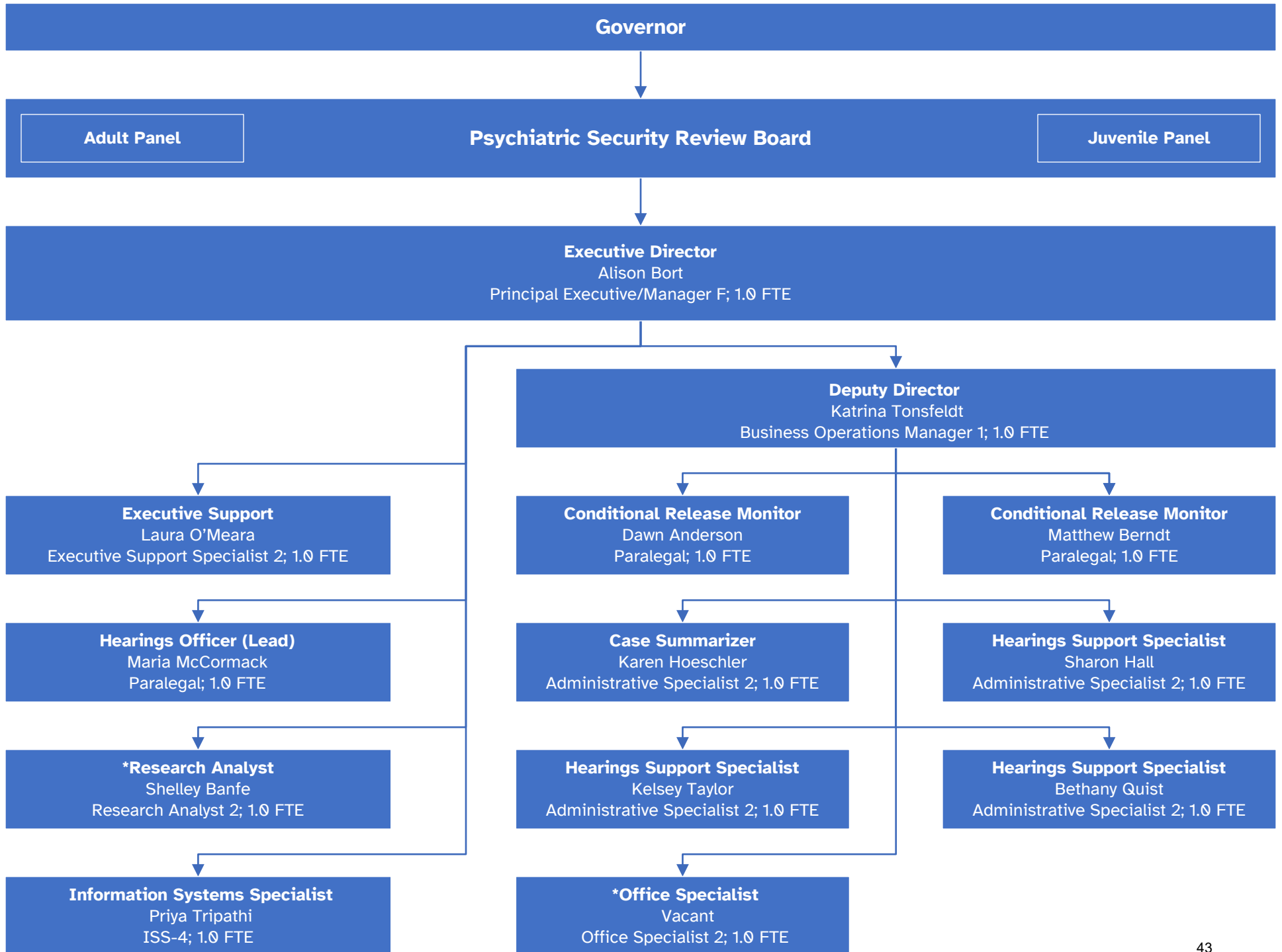
CAPITAL BUDGETING & FACILITIES MANAGEMENT

PROGRAM UNITS

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2025 - 2027 Organizational Chart



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2. Program Unit Executive Summary

- a. Long-Term Focus Areas affected by the program:
- Public Safety
 - Due Process
 - Recovery
 - Technology Modernization
 - Enterprise Accountability
 - Diversity, Equity, and Inclusion
- b. Primary Program Contact: Alison Bort (503-229-5596)
- c. Program's Total Fund Budget: See Special Reports.

Program Overview: The Psychiatric Security Review Board (PSRB) is a small, quasi-judicial, public safety agency comprising two panels—an adult panel and a juvenile panel—each consisting of five multidisciplinary professionals: a psychologist, psychiatrist, attorney, probation/parole officer, and a public member. These panels are supported by a dedicated team of 13 full-time staff members. Established in 1978, the PSRB is tasked with overseeing the treatment and conditional release of individuals adjudicated as Guilty Except for Insanity (GEI), Responsible Except for Insanity (REI), or Extremely Dangerous and Resistant to Treatment. In addition to managing these populations, the Board also conducts hearings to restore firearm rights to individuals previously restricted due to mental health determinations in Oregon and to reclassify or relieve individuals from sex offender registration who were formerly under its jurisdiction.

- d. Program Funding Request: The following policy option packages are requested by the agency as contained in BPR013.

Package 100 Case Management System Replacement: The agency is requesting an additional \$186,300 for the 2025-27 biennium to replace our current Case Management System (CMS), which currently uses legacy software that is no longer supported. This includes a one-time award of \$174,300 as well as an ongoing biennium award of \$12,000 for ongoing support and maintenance. More than a replacement, this investment will advance our ability to effectively evaluate and manage the complex behavioral health services provided to individuals under our jurisdiction. Modernizing our CMS will enhance data collection and analysis, streamline internal processes, reduce administrative burdens and provide informative reports to our stakeholders, and enable a more thorough assessment of our program's effectiveness. This upgrade not only aligns with the Governor's priorities on improving behavioral health outcomes but also fosters collaboration with key state agencies such as the

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Oregon Health Authority, including the Oregon State Hospital and Behavioral Health Division, as well as the Oregon Department of Human Services. Ongoing maintenance of the program is calculated to cost \$12,000 for subsequent biennium plus potential inflation.

Package 031: Standard Inflation: The agency is requesting an additional \$102,882 for the 2025-27 biennium to cover costs associated with standard inflation.

e. Program Description:

General Description: The Psychiatric Security Review Board (PSRB) is a quasi-judicial, public safety, decision-making agency that operates as one program unit comprising of five distinct program areas. The Board's base budget encompasses the costs associated with supporting 13 FTE to support the PSRB in achieving its core functions—conducting hearings and overseeing monitoring and supervision. Contested hearings are central to the Board's service delivery, dictated by distinct statutory and jurisdictional requirements for each program area. The Board reviews jurisdictional issues related to an individual's mental health status, risk profile, and appropriateness for conditional release, restoration, reclassification or relief. The preparation for these hearings is administratively intensive, involving tracking and collecting documentation, processing, maintaining and distributing exhibit files, coordinating and scheduling witnesses, addressing pre-hearing matters, and serving notices. Post hearing duties include processing files, generating and distributing orders. As these are contested hearings, they are all subject to appeal, which creates additional administrative workload.

The Board's oversight function is multifaceted and critical to the effective operation of the PSRB. It involves the development and implementation of comprehensive training programs for both staff and stakeholders, providing expert consultation on complex cases, and conducting in-depth file reviews. This function also includes the coordination of extensive efforts, especially in high-risk situations, to ensure thorough and timely responses. Additionally, the oversight role encompasses the approval of pass requests and delegated modifications to conditional release plans, as well as handling various administrative tasks. Through these activities, the oversight function ensures strict adherence to the Board's conditional release orders, upholds accountability, and enhances the overall administration and operational efficiency of the Board.

Major Cost Drivers: As a general fund agency with no dedicated revenue streams, the Board enjoys a relatively stable funding environment, with the majority of resources allocated to supporting personnel and modernizing its technology. However, significant cost drivers include legal fees incurred from clients exercising their right to appeal Board decisions and potential expenses arising from tort claims or lawsuits in which the State may be found liable. While the Board itself has not faced substantial liability claims, indemnity clauses could hold it financially responsible for damages in such cases. Despite these potential challenges, the Board maintains a stable funding base.

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Program Areas:

- Adult PSRB: Adults found Guilty Except for Insanity (GEI): The PSRB's original and largest program serves individuals adjudicated Guilty Except for Insanity (GEI) for felonies. As of January 1, 2024, this program oversees 613 adult clients, with 347 on conditional release in the community. The jurisdiction for GEI clients typically extends to the maximum sentence they would have faced if convicted, providing a unique opportunity for long-term treatment and recovery. Demographically, this caseload is primarily comprised of Caucasian, heterosexual, males affected with a psychotic disorder, namely Schizophrenia. The Adult Panel conducts a range of contested hearings, minimally including initial hearings within 90 days of the start of jurisdiction, statutory reviews every two years for inpatient clients and at the five-year mark for outpatient clients, and revocation hearings as necessary. The Board also conducts additional hearings as requested by the clients or their providers, including full hearings on jurisdictional issues and administrative hearings to modify conditions of release.

A key goal of this program is to support clients in developing the skills needed to self-manage their mental health disorders, thereby reducing their risk of danger to others. This objective is realized through the Board's conditional release process, which allows clients to gradually and incrementally gain freedoms and privileges as they demonstrate their ability to manage their mental health conditions effectively. PSRB staff oversees this process in collaboration with approximately three dozen delegated community providers, with whom they have frequent contact. Oversight demands staff to have exceptional communication skills and a thorough understanding of community resources to ensure early detection of potential destabilization, thereby helping clients maintain their conditional release status and avoid revocation. During times of crisis, Board staff work closely with community programs to explore and implement less restrictive interventions, such as increased monitoring, enhanced treatment, escalated levels of care, access to specialized services, or crisis respite. This approach not only supports clients in their gradual transition to greater independence but also aims to address issues proactively to maintain stability and prevent the need for more restrictive measures.

- Juvenile PSRB: Juveniles found Responsible Except for Insanity (REI): This program serves youth adjudicated REI, mirroring the adult insanity defense system with tailored conditional release programs and more frequent hearings. The jurisdiction for these youth lasts until the maximum sentence for their offense or until they reach 25 years of age, whichever occurs first, with the exception of homicide, which can be longer. The Juvenile Panel is responsible for overseeing these cases, conducting initial hearings within 90 days of assuming jurisdiction, statutory reviews annually for inpatient clients and at the three-year mark for outpatient clients, and revocation hearings as needed. Additionally, the Board conducts hearings upon request from clients or their providers, including jurisdictional and administrative hearings to modify release

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conditions. Despite a recent decline in caseload, currently serving only four youth, this program remains crucial. As it is the sole program served by the Juvenile Panel, the agency has proposed a legislative concept to consolidate its operations into a single panel serving both adult and juvenile populations, effectively sunseting the Juvenile Panel.

- *Gun Relief*: The 2009 session's HB 2853 contained two provisions that expanded the PSRB's duties. The bill set up PSRB's Gun Relief Program for persons with a "mental health determination;" the program began conducting hearings in 2011. In the short term, the Board's focus is to conduct fair and full hearings for its Gun Relief petitioners. The bill required the Board to provide Oregon State Police the names and dates of birth of persons found GEI and REI of an offense in Oregon over the preceding 20 years and who were therefore barred from possessing and/or purchasing firearms. The PSRB completed the required Records Reconciliation during the first half of the 2013- 2015 biennium. When an individual is prohibited from possessing or purchasing firearms due to a mental health adjudication, the PSRB gives the person's name to the Oregon State Police, which transmits the information to federal officials, who include the information in the national firearm-prohibited persons database (called "NICS"). Firearms sellers then query NICS to verify that a prospective gun purchaser may legally purchase. According to OSP, there are approximately 30,000 Oregon "mental health determinations" currently in the national database. In the future, the PSRB will submit names of new clients within 48 hours after the client is assigned to the Board. Since its inception, the PSRB has conducted 21 Gun Relief hearings. The Adult Panel currently conducts these hearings.
- *Civil Commitment*: The 2013 Oregon Legislature assigned the Board responsibility for supervising and monitoring the civil commitments of those found to be "extremely dangerous persons with mental illness" under ORS 426.701 and 426.702. The statute authorizes district attorneys to petition the courts to initiate commitment proceedings for persons who have committed an extremely dangerous act and who continue to present a danger due to their mental illness. These persons may reside at Oregon State Hospital or be placed on conditional release in the community. The Board is required to hold periodic hearings for these clients in a manner similar to GEI and REI hearings and at a minimum of two hearings per 24-month commitment period. This commitment period may be extended indefinitely so long as the person continues to meet jurisdictional criteria. Since its inception, the Board has served 32 individuals, and there are currently 43 individuals under PSRB jurisdiction who were civilly committed under ORS 426.701 and 426.702, indicating a continued larger and growing caseload for the Board and its staff. Of the 43, nine are living in the community on conditional release. Current staffing can effectively manage this caseload; however, the workload has significantly increased over time. During 2023, the Adult Panel held 33 hearings related to the civil commitment population.
- *Sex Offender Classification, Reclassification, and Relief*: ORS 163A.105, requires all PSRB sex offenders to be classified with a risk determination. To date, the Board has classified 189 individuals, and continues to maintain timely classifications

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as individuals near readiness for discharge or conditional release. As of January 2, 2019, the Board established, as required by this statute, a hearings process for registrants to request reclassification or relief from registration. Since that time, the Board has conducted one such hearing. Similar to ORS 426.701 and 426.702, it is too soon to determine the long-term demand for hearings under this law, but the Board believes it is sufficiently staffed and trained to efficiently manage the hearing demands during the 2025-27 biennium. The Adult Panel conducts the reclassification and relief hearings.

Essential Partnerships: To effectively fulfill its mission, uphold its core values, and execute its core functions, the Board relies on a broad and essential network of partners who contribute significantly to its operations and client outcomes.

- **Oregon State Hospital and Community Mental Health Providers:** At the core of the Board's collaborations are the multidisciplinary treatment providers at the Oregon State Hospital and community agencies responsible for overseeing PSRB conditional release programs. These essential partners play a crucial role in advancing clients along the continuum of care and ensure that clients residing in the least restrictive level of care where their risk can be managed. These providers must be well-versed in the Board's jurisdictional criteria and possess the expertise to deliver both oral and written testimony that supports their recommendations for evaluation, conditional release, modifications, or discharge. Their evidence-based treatment and diligent monitoring coupled with their consistent communication with the Board is pinnacle to the mitigation of risk and institutionalization and their clients' ability to achieve long-term recovery.
- **Oregon Health Authority, Behavioral Health Division:** The Board's partnership with the Behavioral Health Division (BHD) is crucial for the effective administration of community conditional release programs. As the contract administrator for the MHS SE 30 Contract, BHD ensures compliance with community programs' monitoring and supervision responsibilities, which are vital for maintaining public safety and enhancing client recovery. PSRB partners with BHD to develop key initiatives and goals to identify critical areas for improvement. Current initiatives include establishing auditing and compliance protocols, enhancing the timeliness and accuracy of monthly reports and community evaluations, rulemaking, and addressing funding issues related to monitoring and supervision. Additional focus areas involve refining invoice procedures, enhancing training for providers, addressing community placement needs, and building community placements. The Board relies on BHD's expertise and oversight to manage these aspects effectively, ensuring that community programs fulfill their obligations and support the successful reintegration of clients in accordance with the Board's conditional release order.
- **Legal Community:** The Board's operations are deeply intertwined with the legal community, which plays a pivotal role in the efficacy and integrity of its functions. At the core of this collaboration are the Department of Justice attorneys who

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represent the State and those providing defense representation to clients during PSRB hearings. Understanding the limited resources the Board has for hearings, these legal representatives ensure that due process is upheld, presenting relevant arguments and evidence for the Board's decision-making on issues such as jurisdiction and conditional release. Their expertise and collaboration is indispensable to both fair, informed, and efficient proceedings.

Beyond the courtroom, the Board's relationship with the legal community extends to district attorneys, defense attorneys, judges, and other members of the criminal justice system. These professionals are instrumental in initiating the processes that bring clients under the Board's jurisdiction, whether through criminal adjudications or petitions for reclassification and relief. The Executive Director actively contributes to this partnership by networking and presenting at meetings across Oregon, fostering ongoing dialogue and collaboration. This engagement helps clarify the Board's procedures and policies, brining transparency and practicality about the agency and the programs it operates.

- Victim Advocates: The Board's collaboration with victim advocacy groups is essential for effectively upholding victim rights and ensuring the success of its mission. By working closely with these advocates, the Board ensures that victims are kept informed, and their rights are respected throughout the process. This partnership facilitates the timely dissemination of information to victims, including notices of hearings and orders, and provides opportunities for victims to submit impact statements, thereby ensuring their voices are heard. Additionally, victim advocates play a crucial role in receiving and communicating timely alerts if an individual under the Board's jurisdiction absconds
- Law Enforcement: The Board's collaboration with law enforcement comes into play during high-risk situations involving an abscond or revocation. The Board strives to proactively provide essential information through trainings and communications to ensure that officers have some familiarity about the Board in the event they have contact with one of its clients. This partnership ensures that law enforcement is equipped to respond effectively to incidents involving individuals under the Board's jurisdiction.
- Certified Forensic Evaluators: The Board's effective functioning relies on its partnership with Certified Forensic Evaluators, who are crucial in determining the suitability of cases for Board jurisdiction as well as relief and restoration decisions. Working closely with evaluators and serving as faculty on their training program supports the inclusion of appropriate cases for the Board's jurisdiction and mitigates the risk of discharges based on cases that may have retrospectively been deemed unsuitable.

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f. Program Justification and Link to Long-Term Outcomes

The mission of the PSRB is to safeguard public safety by collaborating with partner agencies to ensure that individuals under its jurisdiction receive the essential services and support needed to mitigate the risk of future dangerous behavior. To achieve this, the Board and its partners employ recognized principles of risk assessment, prioritize victims' interests, and implement person-centered care approaches.

The PSRB's reputation as a national model for cost-efficient and effective monitoring practices was solidified with the American Psychiatric Association's Gold Award in 1994. This esteemed recognition highlighted the Board's exceptional ability to deliver impactful results despite resource constraints, affirming its alignment with best practices and strategic goals.

Over the past thirty years, as the Board has expanded its programs, it has maintained a steadfast focus on public safety. Although public safety is its primary mandate, the PSRB operates as a Human Services Agency and recognizes that true safety is achieved through fair hearings, access to comprehensive services, and evidence-based practices. This broader view of public safety reflects the Board's commitment to advancing recovery for justice-involved individuals with severe and persistent mental illness. By integrating these core values into its long-term vision and strategic plan, the PSRB continues to uphold its mission and drive meaningful improvements in both individual and community well-being.

g. Program Performance

The PSRB's program performance can be demonstrated by a number of metrics, including those key performance measures contained in the Annual Performance Progress Report. The following provide a snapshot of program performance.

KPM #1: Recidivism

The PSRB measures recidivism on an annual basis, using data collected and analyzed in partnership with the methodology of the Oregon Criminal Justice Commission (CJC). As of August 2024, only one client on conditional release has been convicted of a new felony or misdemeanor this year, highlighting the Board's effective management of individuals under its supervision.

The PSRB has been tracking recidivism since 1992, adopting a revised definition in 2019 to enhance accuracy. This updated definition has been retroactively applied to data from 2011, allowing for a comprehensive understanding of recidivism trends. The Board's recidivism rate represents the percentage of individuals under its supervision who are convicted or found Guilty Except for

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Insanity (GEI) of a new felony or misdemeanor within the calendar year. Lower recidivism rates demonstrate the success of the PSRB's conditional release program in maintaining public safety.

To ensure precise measurement, the PSRB relies on both arrest data and the final disposition of cases, which can impact the accuracy of recidivism figures. For instance, an arrest from 2017 may only influence the recidivism rate once it reaches a conviction or GEI adjudication, potentially causing fluctuations in reported rates as cases are resolved.

The PSRB uses two main metrics for reporting recidivism: an annual rate and a cumulative average.

Annual Recidivism Rate: The legislature set a target of 0.25% for recidivism in 2016, following the PSRB's achievement of a 0.22% rate that year. The Board has met this target consistently in 2016, 2020, 2021, 2022, and 2023. While the goal remains ambitious, aiming for zero recidivism, even a single new offense by more than one individual in a given year can result in the goal not being met. Despite occasional deviations, the PSRB's annual recidivism rates remain significantly lower than the typical 20-30% rates reported by the state's Department of Corrections.

Cumulative Recidivism Rate: The cumulative recidivism rate, averaging data from 2011 to 2023, stands at 0.54%. This figure reflects the Board's long-term effectiveness and commitment to safely managing individuals within the community. The cumulative rate, which was confirmed using arrest records provided by CJC, demonstrates the PSRB's consistent and exemplary safety record over more than a decade.

KPM #2: Timeliness of Hearings

The PSRB evaluates the timeliness of its hearings on an annual basis. As of June 30, 2024, the Board has successfully conducted 100% of its 187 scheduled adult GEI full hearings within the required timeframe. Although administrative hearings are not included in KPM #2 due to the absence of statutory deadlines, the PSRB held an additional 87 administrative hearings in the first half of 2024. These are noted here to maintain transparency and reflect the Board's comprehensive hearing activities. In the 2021-23 biennium, the legislature introduced a statutory timeframe for the initial hearing in cases where individuals are released directly to the community by the Circuit Court. Previously, there was no such requirement for these cases, though a timeframe had long been in place for individuals committed to the Oregon State Hospital under PSRB jurisdiction. Considering due process and public safety, the PSRB advocated for a 90-day limit on scheduling these initial hearings, which was enacted on January 1, 2022. Since this new requirement came into effect, the Board has consistently met this 90-day deadline 100% of the time.

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For juvenile cases, the PSRB also demonstrated exemplary performance. As of June 30, 2024, the Board conducted all five scheduled juvenile full hearings on time, maintaining a perfect record. Additionally, one administrative matter was reviewed within the same period.

Since the end of 2021, the PSRB has continued to hold all hearings remotely, a practice established during the pandemic and formalized by administrative rule. This transition has proven effective, allowing the Board to consistently exceed its target by scheduling over 98% of hearings within statutory timelines.

KPM #3: Maintenance of Released Clients

The PSRB has consistently excelled in maintaining individuals on conditional release, achieving a minimum maintenance rate of 99% in 15 of the last 16 years. As of June 30, 2024, the Board maintained an average of 347 adult clients on conditional release each month, with a remarkable maintenance rate of 99.38% for 2024. This performance not only met but exceeded the target goal of 99%, reflecting the Board's exceptional commitment to ensuring stability for clients under its supervision.

In 2023, the PSRB managed four juvenile clients, three of whom were on conditional release. One juvenile client experienced a temporary revocation, which occurred not due to risk of dangerousness, but rather due to the permanent closure of the placement in which he resided. This situation, though challenging, was handled with the utmost consideration for public safety and client needs, and the youth was conditionally released within six months once a placement had been identified.

For the first half of 2024, the PSRB oversaw four juvenile clients, three of whom were maintained on conditional release. This resulted in a 100% maintenance rate for the first six months of the year, demonstrating the Board's continued success in managing juvenile clients effectively.

Revocations, though occasionally necessary to ensure public safety, are approached with careful consideration. The PSRB proactively collaborates with community treatment providers to anticipate potential issues and intervene in a timely manner. The Board strives to stabilize clients in the least restrictive setting possible, balancing the need for public safety with the goal of maintaining successful conditional releases.

KPM #4: Customer Service

The PSRB adopted the standardized customer service survey questions required for State agencies since their inception in 2004. While customer service scores have generally been positive, it was recognized around 2018 that response rates, particularly from clients, were low. In response, the PSRB revised its approach in 2019 to include customer service surveys with every Board order, rather than only distributing them twice a year and at an annual conference.

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Despite this enhanced dissemination strategy, the PSRB encountered significant challenges with survey response rates in 2023. Out of over 500 orders distributed, only 65 surveys were returned, indicating potential issues with the effectiveness of the current distribution and collection methods. More concerning is the drop in overall satisfaction, with a score of 88.24%, alongside notable declines in measures of information availability, accuracy, and timeliness compared to previous years. This decrease may be influenced by the nature of the Board's hearings, all of which are contested. Approximately 30% of the responses came from clients or victims who may have been dissatisfied with the outcomes, impacting the overall score. Additionally, 38 respondents did not specify their affiliation with the PSRB, complicating efforts to interpret the underlying causes of the decreased satisfaction.

While the revised survey methodology aimed to capture more comprehensive feedback, it may have inadvertently increased the opportunity for dissatisfied individuals to respond. This could indicate broader issues within the agency that need addressing or it might indicate the need for a different tool to measure customer satisfaction. Preliminary data for 2024 suggests a continuing decline in satisfaction, with an overall rate of 52.94% based on 19 responses received by August 10, 2024. Notably, 11 of these responses were from victims, who rated the agency positively in only 26 out of 66 instances across the six categories.

KPM #5: Best Practices

The PSRB consistently evaluates its adherence to best practices at the start of each calendar year, reviewing performance from the previous year. For 2023, the Board, in collaboration with staff, confirmed that it met all 15 surveyed categories 100% of the time.

Historically, the PSRB reported this performance measure on a biennial basis, surveying Board members in the fall of even-numbered years. However, starting in 2021, the Board began annual reporting. The PSRB achieved its target on this measure in 2016, 2018, 2020, 2021, and 2022, with performance exceeding the target goal of 95% and reaching 100% in 2022. This strong performance continued into 2023.

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Number of Individuals Served:

Total Individuals Served by PSRB Since Year Program Began	
GEI (1978)	3,134
REI (2007)	32
Gun Relief (2009)	21
Civil Commitment (2013)	49
SO Classifications	189
SO Reclassifications (2019)	1

- h. Enabling Legislation/Program Authorization: The Board is not mandated by the U.S. Constitution, Oregon Constitution or Federal Law. The PSRB is authorized by Oregon Law pursuant to ORS chapters 161, 163A, 166, 419C and 426.
- i. Funding Steams: The Board is only funded by the General Fund.
- j. Funding Proposal Relative to 2023-25: The 2023-25 funding proposal increases the Current Service Level of agency operations. As explained in detail in the agency policy option packages, the requests for funding increases are associated with technological support. The Board anticipates that technological enhancements will solve a variety of administrative inefficiencies, enhance data collection, improve program outcomes and measure the Board's long-term effectiveness on public safety and sustained recovery for the persons who are discharged from Board jurisdiction. The Board expects investments to enhance program operations will result in reduced FTE in the future and improved key performance measures.

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3. PROGRAM UNIT NARRATIVE

Expenditures by fund type, positions, and full time equivalents: The PSRB is a General Fund agency with no external revenue streams. For the 2023-25 biennium, the Legislature allotted the Board twelve FTE: an executive director; an operations and policy analyst; a research analyst; three paralegals; four administrative specialists; an office specialist; an executive support specialist; and an information systems specialist-4. In addition, there are 10 Board members that make up the Adult and Juvenile Panels. The Adult Panel, by statute, is multi-disciplinary panel, comprised of five members: a member of the general public, one psychiatrist and one psychologist experienced in the criminal justice system, an experienced parole/probation officer and an attorney with criminal trial experience. The Juvenile Panel mirrors the Adult Panel, but with an emphasis on experience working with youth. The Board is paid in accordance with ORS 161.385 for all days they engage in official business. All but one staff member is involved in communicating on a daily basis with clients, case managers, hospital staff, law enforcement personnel, and the public regarding hearings, conditional release planning, and oversight. The Board does not interact with any of the clients it serves outside of the hearings forum and primarily interacts with the public through its executive director.

Activities, programs, and issues in the program unit base budget that may require further explanation than allowed in the Program Unit Executive Summary:

Revenue sources and proposed revenue changes: N/A

Proposed new laws that apply to the program unit: The PSRB submitted four legislative concepts for the 2025-27 session that have been assigned to the House Judiciary Committee. Briefly outlined here for reference, none of these concepts are expected to have a significant fiscal impact on the Board's operations as currently proposed.

- **HB 2804:** Relating to the restructuring of the Board into one centralized, five-member panel (rather than ten), with the addition of a "senior" Board member to provide additional support.
- **HB 2807:** Relating to codifying judicial immunity for Board decisions.
- **HB 2812:** Relating to the confidentiality of the PSRB's exhibit files.
- **HB 2915:** Related to the disclosure of Department of Corrections records for individuals under the Board and conditionally released to the DOC.

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4. ESSENTIAL AND POLICY PACKAGE NARRATIVE AND FISCAL IMPACT STATEMENT SUMMARY

a. Package Narrative: Essential Package 100: Case Management System Replacement

Purpose: Since 2019, the PSRB has steadfastly advocated for CMS modernization, recognizing its potential to significantly enhance efficiency and security. During the 2023-25 biennium, the agency achieved phase one of these efforts by establishing a file sharing system. This system not only securely distributed exhibits to stakeholders and provided continuous cloud access but also offered a mechanism for stakeholders to securely submit documentation. Notably, we accomplished this within our current service level funding. Building on this progress, the agency now seeks to renew its 2019 request to replace its outdated CMS. For over a decade, our CMS, powered by Microsoft MS Access technologies, has been indispensable in facilitating the Board's pivotal functions: conducting hearings and overseeing the monitoring and supervision of individuals conditionally released to community settings. Despite its commendable track record, the current system—comprising four discrete, on-premises Access Databases—is poised for obsolescence. With a dataset spanning 46 years and over 3100 records, the timing is opportune to embrace a more streamlined and secure solution. Microsoft Access, once a cornerstone, is now considered legacy software, signaling the need for a transition to more sophisticated and resilient technologies. By securing government funding for this initiative, we not only future-proof our operations but also demonstrate our dedication to innovation and excellence in public service. As we stand on the precipice of technological advancement, modernizing the CMS presents a compelling next phase that will undoubtedly raise the bar of operational excellence.

How Achieved: In 2023, in collaboration with EIS, the PSRB reinstated our efforts toward modernizing our case management system (CMS). We began by conducting market research to inform the development of a robust business case and to facilitate the procurement of a third-party vendor. Following a competitive procurement process, the agency selected a reputable third-party vendor, Speridian, with a proven track record of successful project delivery and a strong commitment to collaboration. The Statement of Work is presently under Department of Justice Review.

Speridian will provide a development and integration team to plan, design, architect, develop, test, and deploy a fully modernized CMS that will replace the existing CMS. Speridian's approach for modernizing the CMS will address the following objectives established by the PSRB:

Improved scalability: Modernizing PSRB CMS by using the Microsoft Power echo system allows PSRB CMS to adapt to evolving program requirements and technological advancements. The low-code nature of the Power Platform makes it easier for PSRB internal staff to effectively utilize and maintain the CMS.

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Improve Efficiency for Customers: A stakeholder web portal powered by Power Apps will significantly reduce administrative burden for valued stakeholders streamlining their submission of necessary information in real-time, with reduced likelihood of errors and eliminating the need for manual paperwork.

Improve Efficiency for Internal Staff: Automation for workflows, reporting, notifications would improve operational efficiency.

Improved Reporting: Migrating of data from Access DB and modernizing the CMS will allow PSRB to monitor and accurately report on the impact and on the key performance indicators, individual outcomes.

Improve Strategic Decision-making: The lack of administrative, management and business level dashboards in the current system limits PSRB's ability to manage this process as effectively as desired.

Improve User Interface/User Experience (UI/UX): Greater control of overall user experience will give PSRB the ability to quickly evolve the platform to meet all stakeholder needs.

Reduction of Maintenance Cost: By cloud enabling the CMS, PSRB will be able to minimize the dependency on IT, able to maintain the infrastructure with ease.

The project plan consists of 4 phases including planning/design; data migration; essential functioning; and program enhancement. While the final statement of work is under review, the following provides a brief overview about each of the phases:

Phase 0 Planning Phase: This phase focuses on laying the groundwork for a successful project. This initial phase includes an examination of our current state and future state design. We'll also develop a status report template to track progress and determine the level of detail required for updates. A training plan will be established to ensure that everyone involved is well-prepared for the upcoming tasks. Additionally, a test plan will be created to outline how the system will be tested to ensure it meets quality standards and performs as expected.

Phase 1 Data Migration: This phase entails two milestones focused on preparing the system for production by scrubbing and organizing data, developing a disaster recovery strategy, and migrating data from four Access databases to Dataverse, ensuring accuracy and ongoing synchronization. Additionally, we'll set up 25 Power BI reports to provide key insights and data visualization. Training will be provided to ensure users are well-prepared, and user acceptance testing (UAT) will be conducted to confirm that the system meets all requirements before going live. During this phase, the agency continues to pull data through its existing Access databases.

Phase 2 Essential Functioning: In this phase, comprised of four milestones, we enhance the system by implementing 25 data entry forms and developing 75 templates for letters, reports, and dashboards within Dataverse. This phase also includes introducing

CAPITAL BUDGETING & FACILITIES MANAGEMENT

case management tracking, setting up administrative functions, and finalizing the data transfer to the new application, effectively eliminating the need for the Access databases and consolidating all data through Power BI. We'll receive comprehensive user guides and training, and conduct user acceptance testing to ensure all new features function correctly and meet user expectations before final acceptance.

Phase 3 Program Enhancement: In this final phase, comprised of two milestones, we will significantly enhance the CMS using Power Platform Apps and Power Pages technology. This includes the implementation of approximately five web portals to facilitate real-time communication and information submission by PSRB stakeholders. We will also automate ten essential workflows to boost program evaluation and operational efficiency. Internal staff will be trained to effectively utilize and maintain the CMS. Additionally, we will provide three weeks of post-go-live support, complete with a design document outlining the future state of the system, a user guide, and further training. User acceptance testing (UAT) will be conducted to ensure all functionalities are working as intended before the official go-live.

Staffing Impact: This change does not require any position or full-time equivalents.

Quantifying Results

The deliverables entailed within our Statement of Work are outcome and documentation based as follows, providing a clear and quantifiable measure of the project's success, demonstrating the value and impact of the requested funding:

Outcomes:

1. **Modernized CMS:** The project will result in a fully modernized Content Management System (CMS) that meets the scope defined by the Statement of Work (SOW).
2. **Data Migration:** We will successfully migrate data from four distinct databases into the new system, ensuring a seamless transition.
3. **Reports and Letters:** A total of 100 reports and letters will be developed to provide comprehensive documentation and communication capabilities.
4. **Forms:** The project will include the creation of 25 new forms for streamlined data entry and management.
5. **Workflows:** Ten workflows will be automated to enhance operational efficiency and program evaluation.
6. **Web Pages:** Five web pages will be implemented to facilitate direct communication and information submission by stakeholders in real-time.
7. **Training:** Staff will receive thorough training to ensure proficient use and maintenance of the CMS.
8. **Technical Support:** Each phase of the project will be supported with three weeks of post-go-live technical assistance to address any issues and ensure smooth operation.

CAPITAL BUDGETING & FACILITIES MANAGEMENT

Documentation:

1. Project Plan: Includes the project schedule, due dates, and deliverables for all phases.
2. Project Management Status Reports: Regular updates on project progress.
3. Design Document: Detailed design specifications and system architecture.
4. User Guide: Instructions for navigating and using the CMS.
5. “Future State” Architecture Diagram: Visual representation of the system’s future structure.
6. List of Software Licenses: Documentation of all required software tools and licenses.
7. Training Plan: Outline of the training programs for users and administrators.
8. Test Plan: Framework for testing the system to ensure quality and performance.

Revenue Source: General Fund

- b. Essential and Policy Package Fiscal Impact Summary: See BPR013 at the end of this section.

Policy packages involving IT projects/initiatives: This PSRB is in progress of submitting the Information Technology Project Budget Spreadsheet upon completion and finalization of our Statement of Work, which is presently under review with the Department of Justice. The PSRB has consulted with EIS since the inception of this project and has ongoing contact with our EIS Oversight Analyst.

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
 Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: General Program
 Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(2,640)	-	-	-	-	-	(2,640)
Total Revenues	(\$2,640)	-	-	-	-	-	(\$2,640)
Personal Services							
Pension Obligation Bond	(5,291)	-	-	-	-	-	(5,291)
Mass Transit Tax	2,651	-	-	-	-	-	2,651
Total Personal Services	(\$2,640)	-	-	-	-	-	(\$2,640)
Total Expenditures							
Total Expenditures	(2,640)	-	-	-	-	-	(2,640)
Total Expenditures	(\$2,640)	-	-	-	-	-	(\$2,640)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
Pkg: 031 - Standard Inflation

Cross Reference Name: General Program
Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	102,882	-	-	-	-	-	102,882
Total Revenues	\$102,882	-	-	-	-	-	\$102,882
Services & Supplies							
Instate Travel	1,309	-	-	-	-	-	1,309
Out of State Travel	167	-	-	-	-	-	167
Employee Training	631	-	-	-	-	-	631
Office Expenses	2,486	-	-	-	-	-	2,486
Telecommunications	3,022	-	-	-	-	-	3,022
State Gov. Service Charges	32,299	-	-	-	-	-	32,299
Data Processing	6,116	-	-	-	-	-	6,116
Publicity and Publications	48	-	-	-	-	-	48
Professional Services	2,578	-	-	-	-	-	2,578
IT Professional Services	594	-	-	-	-	-	594
Attorney General	39,569	-	-	-	-	-	39,569
Employee Recruitment and Develop	186	-	-	-	-	-	186
Dues and Subscriptions	231	-	-	-	-	-	231
Facilities Rental and Taxes	6,579	-	-	-	-	-	6,579
Agency Program Related S and S	144	-	-	-	-	-	144
Other Services and Supplies	3,762	-	-	-	-	-	3,762
Expendable Prop 250 - 5000	1,734	-	-	-	-	-	1,734
IT Expendable Property	1,427	-	-	-	-	-	1,427
Total Services & Supplies	\$102,882	-	-	-	-	-	\$102,882

Agency Request
 2025-27 Biennium

Governor's Budget
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Legislatively Adopted
 Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
Pkg: 031 - Standard Inflation

Cross Reference Name: General Program
Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	102,882	-	-	-	-	-	102,882
Total Expenditures	\$102,882	-	-	-	-	-	\$102,882
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: General Program
Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(15,663)	-	-	-	-	-	(15,663)
Total Revenues	(\$15,663)	-	-	-	-	-	(\$15,663)
Services & Supplies							
Attorney General	(15,663)	-	-	-	-	-	(15,663)
Total Services & Supplies	(\$15,663)	-	-	-	-	-	(\$15,663)
Total Expenditures							
Total Expenditures	(15,663)	-	-	-	-	-	(15,663)
Total Expenditures	(\$15,663)	-	-	-	-	-	(\$15,663)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
 Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: General Program
 Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(69,930)	-	-	-	-	-	(69,930)
Total Revenues	(\$69,930)	-	-	-	-	-	(\$69,930)
Services & Supplies							
State Gov. Service Charges	5,316	-	-	-	-	-	5,316
Data Processing	(80,576)	-	-	-	-	-	(80,576)
Other Services and Supplies	5,330	-	-	-	-	-	5,330
Total Services & Supplies	(\$69,930)	-	-	-	-	-	(\$69,930)
Total Expenditures							
Total Expenditures	(69,930)	-	-	-	-	-	(69,930)
Total Expenditures	(\$69,930)	-	-	-	-	-	(\$69,930)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Psychiatric Security Review Board
 Pkg: 100 - Case Management System Replacement

Cross Reference Name: General Program
 Cross Reference Number: 39900-010-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	186,300	-	-	-	-	-	186,300
Total Revenues	\$186,300	-	-	-	-	-	\$186,300
Services & Supplies							
Professional Services	186,300	-	-	-	-	-	186,300
Total Services & Supplies	\$186,300	-	-	-	-	-	\$186,300
Total Expenditures							
Total Expenditures	186,300	-	-	-	-	-	186,300
Total Expenditures	\$186,300	-	-	-	-	-	\$186,300
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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CAPITAL BUDGETING & FACILITIES MANAGEMENT

CAPITAL BUDGETING & FACILITIES MAINTENANCE

This section does not apply to the Board.

CAPITAL BUDGETING & FACILITIES MANAGEMENT

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SPECIAL REPORTS

SPECIAL REPORTS

SPECIAL REPORTS

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PSRB COVER MEMO ADDRESSING AGENCY DIVERSITY, EQUITY, AND INCLUSION (DEI) PLAN

As part of the Agency Requested Budget (ARB) process for the 2025-27 biennium, the Psychiatric Security Review Board (PSRB) is required to submit a copy of our agency DEI plan. The PSRB's DEI plan is integrated into our agency Strategic Plan and a copy is included in the Special Reports section of this ARB. In addition to the submittal of this plan, the PSRB is providing this Cover Memo in response to the following questions.

WHO BENEFITS FROM AGENCY PROGRAMS, BOTH DIRECTLY AND INDIRECTLY?

Direct Beneficiaries

Individuals Under PSRB Jurisdiction: Adults adjudicated Guilty Except for Insanity (GEI), juveniles adjudicated Responsible Except for Insanity (REI), and adults under civil commitment benefit from the PSRB as an alternative to incarceration and an opportunity for recovery. In addition, the PSRB offers structured supervision for those on conditional release, ensuring adherence to treatment plans and maintaining public safety. This supervision includes support in navigating community reintegration, such as finding stable housing, employment, and accessing necessary services.

Petitioners for Gun Relief: Individuals who petition the PSRB for gun relief benefit from a fair and structured petition and hearing process. This process provides a formal review of their mental health status, risk, and any changes that may have occurred since their adjudication. The PSRB plays a crucial role in assessing their suitability for regaining the right to possess or purchase firearms.

Petitioners for Sex Offender Reclassification and Relief: Individuals seeking reclassification or relief from sex offender registration benefit from the PSRB's fair and structured petition and hearing process. The Board evaluates these petitions to

determine if there have been significant changes in the individual's risk level or personal circumstances that warrant adjustments in their registration status. This process provides a formal mechanism for petitioners to present evidence and argue for modifications to their registration requirements. Successful petitioners may experience a reduction in legal and social burdens, which can enhance their opportunities for reintegration and improve their quality of life.

Victims and Their Families: Victims of the offenses for which clients are placed under the PSRB's jurisdiction, including their families, benefit from the Board's services. The PSRB provides essential information, such as hearing notices and results, and supports victims as they provide their Victim Impact Statement at hearings. The PSRB also refers victims to the supportive advocacy programs and provides those programs with training. **Community Mental Health Programs:** Professionals who provide direct care to these individuals also benefit significantly from the PSRB. The PSRB's investment in partnering with our community mental health provides ensure they are equipped with the necessary and specialized training to adequately manage their conditional release programs and maintain individuals on conditional release. This support enhances their ability to manage complex cases effectively, contributing to better client outcomes and professional growth.

Indirect Beneficiaries

General Public: The general public benefits from the PSRB by prioritizing public safety and ensuring the efficient use of taxpayer dollars. The PSRB conducts fair hearings to assess whether these individuals should remain in secure settings like the Oregon State Hospital or can be transitioned to less restrictive environments. By relying on comprehensive evaluations from mental health professionals and expert witnesses, the Board ensures that decisions are based on evidence regarding each individual's risk level. This approach helps to protect the public by ensuring that those who pose a significant threat remain under strict supervision while allowing those who are stabilized to integrate into the community safely. The PSRB also benefits taxpayers by optimizing the use of state resources. One of the Board's primary functions is to determine the appropriate level of care for individuals under its jurisdiction. By partnering with the Oregon Health Authority to identify gaps in community placements and resolve barriers to conditional release, the PSRB helps to minimize unnecessary expenditures. Efficiently managing these cases ensures that state funds are allocated effectively, supporting a balance between public safety and fiscal responsibility. This careful stewardship of resources prevents the wastage of taxpayer dollars on excessive institutional care for individuals who do not require it, and instead directs funds toward effective community-based solutions and interventions.

The broader community benefits from the PSRB's rigorous monitoring and treatment efforts, which help maintain public safety and foster trust in the system. The Board's transparency and commitment to justice contribute to effective and efficient use of State resources.

Local Courts: The establishment of the PSRB in 1978 significantly alleviated the burden on the state's circuit courts by transferring the management of clients found guilty except for insanity (GEI) to a specialized administrative body. Before the PSRB, these cases overwhelmed the circuit courts, causing delays and inconsistencies in judicial outcomes. By shifting this responsibility to the PSRB, Oregon streamlined the adjudication process and ensured a more coherent and uniform approach to managing these cases statewide. This administrative transition not only provided focused and expert handling but also prevented circuit courts from becoming overloaded, maintaining consistent standards across the state. These benefits were extended when the PSRB's role expanded to include jurisdiction over individuals found responsible except for insanity, extremely dangerous persons with mental illness, and became the dedicated agency for gun relief determinations and sex offender reclassification and relief. The PSRB continues to provide direct training to the legal community regarding procedure and the day and the life of individuals under the PSRB.

WHO WILL BE BURDENED BY AGENCY PROGRAMS?

Individuals Under PSRB Jurisdiction: Adults adjudicated Guilty Except for Insanity (GEI), juveniles adjudicated Responsible Except for Insanity (REI), and adults under civil commitment face several challenges due to the PSRB's oversight. While the PSRB offers an alternative to incarceration and emphasizes recovery, individuals under its jurisdiction may experience treatment and supervision requirements, which can be demanding and restrictive. The structured nature of conditional release can sometimes feel like an extension of incarceration, limiting personal freedoms and increasing the pressure to meet compliance standards.

Petitioners for Gun Relief: Individuals petitioning the PSRB for gun relief may find the process burdensome and costly due to its formal review procedures. The requirement for comprehensive mental health evaluation and other documentation can prolong the resolution of their petitions, which may lead to frustration and uncertainty. The need to demonstrate significant changes in mental health status and risk levels may be challenging and stressful and the hearing itself may exacerbate stress. Individuals may find it necessary to hire an attorney to assist them with the complexities of the process.

Petitioners for Sex Offender Reclassification and Relief: Individuals petitioning the PSRB for reclassification or relief from sex offender registration may find the process burdensome and costly due to its formal review procedures. The requirement for comprehensive mental health evaluation and other documentation can prolong the resolution of their petitions, which may lead to frustration and uncertainty. The need to demonstrate significant changes in mental health status and risk levels may be challenging and stressful and the hearing itself may exacerbate stress. Individuals may find it necessary to hire an attorney to assist them with the complexities of the process.

Victims and Their Families: Victims and their families might be burdened by the PSRB's processes through the emotional and logistical demands of participating in hearings. Providing Victim Impact Statements and engaging with the Board's proceedings can be stressful and require significant emotional resilience. Additionally, while the PSRB offers support and referrals to advocacy

programs, navigating these resources and coping with the ongoing involvement in the case may place a strain on victims and their families.

Community Mental Health Programs: Community mental health programs may be burdened by the PSRB’s requirements for specialized training and the need to manage complex cases involving individuals under PSRB jurisdiction. The extensive support and training required can strain resources and personnel, potentially diverting attention from other clients and services or result in missing important deadlines required by the Board. The need to maintain high standards for managing conditional release programs can also create additional workload and stress for mental health professionals.

HOW DOES THE AGENCY INCREASE OR DECREASE RACIAL EQUITY? DO PROPOSED NEW PROGRAMS HAVE POTENTIAL UNINTENDED/RACIAL EQUITY CONSEQUENCES? WHAT BENEFITS MAY RESULT FROM THE PROGRAM?

The PSRB is dedicated to advancing racial equity by embedding DEI principles into its core values of partnership, recovery, research, and due process. Our commitment is reflected in our Diversity, Equity, and Inclusion (DEI) Plan, launched on January 1, 2024, and our accompanying Affirmative Action Plan. Key strategies include Cultivating Inclusive Workforce Practices to enhance diverse recruitment and retention and aligning with the State DEI Action Plan to integrate DEI principles agency-wide. The Advancing Data-Informed Evaluation initiative focuses on using data to uncover and address disparities, while Transparency and Cultural Responsiveness aim to incorporate DEI values into employee surveys, external communications, and training. Additionally, Staff Training and Support initiatives enhance staff competencies in DEI through specialized training and continuous education.

Beyond these practices, the PSRB strives to use a DEI lens when collaborating with stakeholders through workgroups, task forces, rule advisory committees, and other meeting forums to address systemic issues in mental health and criminal justice. Through these efforts, the PSRB strives to create a more inclusive and equitable environment, benefiting both individuals under its jurisdiction and the broader public.

WHOSE VOICES AND PERSPECTIVES ARE NOT AT THE TABLE? WHY?

The PSRB is proud of our proactive approach in maintaining a comprehensive list of stakeholders directly affected by our decisions, which contributes to robust engagement and outreach. Despite having a well-curated list of invitees, some important voices are still missing from our discussions. The complex and nuanced nature of the Board's work can be intimidating for stakeholders who are unfamiliar with the rulemaking process or government mechanisms, potentially deterring their participation. Additionally, many stakeholders have demanding schedules and may struggle to find the time to engage fully in Board activities.

Furthermore, it is particularly challenging to involve current or past clients who greatly benefit from the Board's programs. Those who are thriving under our jurisdiction might feel less inclined to participate, as they may view the programs as already meeting their needs. Alternatively, some clients may not participate due to concerns that their feedback could be used against them in future hearings. Additionally, clients with severe mental health conditions may lack the capacity to engage meaningfully due to their illness. Despite our efforts to extend invitations and encourage participation, these barriers result in a gap in perspectives from those who could offer valuable insights into the effectiveness of our programs. We are committed to addressing these challenges and improving our strategies to ensure a more inclusive and representative dialogue.

What does the agency do to ensure multiple perspectives are part of our decision-making process

The following strategies are used to enhance voices and perspectives in the agency's decision-making:

- **Individualized Outreach:** We extend more personalized outreach efforts to engage stakeholders who are directly relevant to specific topics or decisions. By identifying and reaching out to key individuals or groups affected by particular issues, we can ensure their unique perspectives are considered. This tailored approach helps address the complexity of our work and makes it easier for stakeholders to see the direct relevance of their input.
- **Utilization of Existing Meetings for Engagement:** We are leveraging our existing meetings as platforms to announce and promote opportunities for broader engagement. By integrating engagement opportunities into regular interactions, we make it easier for stakeholders to become involved without requiring additional time commitments. This approach also helps raise awareness about upcoming discussions and encourages participation from those already engaged with the agency.
- **Website Revitalization:** As part of our website revitalization initiative, we are diversifying the methods we use to communicate information.
- **Feedback through Service Providers:** Engaging with the service providers who work with clients is another method to collect feedback from voices. Providers often have a close understanding of clients' experiences and can offer valuable insights on their behalf, especially if clients are hesitant to provide feedback directly.
- **Development of Anonymous Feedback Channels:** As part of our Customer Satisfaction initiative in the agency Strategic Plan, the agency is actively developing alternative methods for individuals under our jurisdiction to provide feedback to the agency.

SPECIAL REPORTS

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2024-2027 Strategic Plan



Psychiatric Security Review Board

Due Process - Research - Recovery - Partnership

Mission

The Psychiatric Security Review Board (PSRB) protects the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims' interest, and person-centered care.

Values

The PSRB's values are rooted in our legislative mandate to protect the public. We achieve maximum levels of public safety through:

Due Process

Observing individuals' legal rights and adhering to principles of procedural fairness.

Research

Decision making and organizational practices driven and influenced by the best available data.

Recovery

Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.¹

Partnership

Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

¹ PSRB endorses the Substance Abuse and Mental Health Administration's (SAMHSA) definition of recovery.

Diversity, Equity, and Inclusion Statement

The Psychiatric Security Review Board (PSRB) embraces the profound responsibility to serve all Oregonians by dismantling systemic inequities and upholding human rights. We are dedicated to fostering an environment where individuals' life outcomes are not predetermined by race, ethnicity, class, gender, sexual orientation, ability, veteran's status, or other identities within our programs. Recognizing the importance of humility, we acknowledge our mistakes and actively strive to correct them, prioritizing the inclusion of voices from the communities we serve.

Our commitment extends to integrating diversity, equity, and inclusion (DEI) principles into every facet of our operations. We actively collaborate with the Oregon Office of Cultural Change to align with the State of Oregon's DEI Action Plan, ensuring that DEI remains at the forefront of our endeavors. The PSRB is resolute in its dedication to enhancing decision-making through diverse perspectives, refining public service delivery to meet varied and complex needs, and cultivating trust, innovation, and social equity within our programs.

Accountability is paramount, as we commit to remaining well-informed about the integral role DEI principles play in our mission, vision, and daily operations. Actively seeking opportunities for collaboration, professional growth, and organizational development, we aim to identify and rectify agency and system-wide policies and practices that unintentionally contribute to inequities, health disparities, or the silencing of voices.

The PSRB is unwavering in its pursuit of a just, inclusive, and responsive framework, guided by principles that actively promote fairness, justice, and equity for all individuals under our jurisdiction. This commitment extends not only to our staff but also to the individuals under our jurisdiction and all Oregonians we serve. We aspire to foster an environment where diversity, equity, and inclusion are embedded in our culture, policies, and practices, creating a positive and transformative impact on the broader community.

Four-year Vision

Over the next three years, the PSRB commits to being a trusted, judicial pillar, dedicated to safely advancing the recovery for justice-involved individuals with severe and persistent mental illness under its jurisdiction. Guided by our mission and core values of recovery, procedural fairness, collaborative partnerships, and research-based programming, we cultivate a culture where clients thrive, victims find solace, and the public is safeguarded. Our mission comes to life through foundational operations, including conducting equitable, contested hearings and actively monitoring individuals within the community.

Our vision thrives through proactive partnerships with key stakeholders, guided by a strategic roadmap that thoroughly accounts for complex systemic issues. This map is instrumental in dismantling barriers, implementing innovative solutions, and maintaining continuous momentum. A primary systemic focus involves directing investments toward essential resources, training, and workforce development. This ensures that mental health professionals are well-equipped to develop evidence-based programming and provide optimal

care and oversight for our specialized, forensic population.

Technological modernization is pivotal in the PSRB's vision, relieving administrative burdens and leveraging data-driven outcomes to demonstrate program effectiveness and economical use of State resources. These advancements catalyze enterprise-level collaboration, enhance program evaluation capabilities, and foster transparency and accountability for continuous refinement and excellence. Moreover, this data can be leveraged to advance our diversity, equity, and inclusion efforts to identify and eliminate practices contributing to inequities, health disparities, or silencing voices. By harnessing the power of data, we aim to not only optimize our operations and demonstrate program effectiveness, but also ensure that our strategies actively promote fairness and justice, addressing disparities and creating a more inclusive and equitable mental health landscape for all individuals under our jurisdiction.

Our dynamic workplace embraces the Performance, Accountability, and Feedback Model, nurturing a vibrant staff culture characterized by robust communication, continuous professional growth, genuine recognition, and a shared commitment to agency goals. Our positive workplace culture is reflected in consistently high rates of job satisfaction among PSRB staff and positive feedback from key stakeholders.



Our commitment to sustainable operational efficiency acknowledges the challenges of institutional turnover. We adhere to a succession plan that requires the maintenance of clear policies, procedures, and comprehensive desk manuals to streamline current work processes, optimize workflow, and ensure operational continuity. Technological advances further promote the PSRB's long-term success.

The PSRB's commitment to longevity requires the rigorous recruitment and thorough onboarding for new Board members. Ongoing training for Board members aligns with agency values, and dynamic work-sessions empower Board members to translate training into impactful practice. Regular reviews of rules and policies ensure consistency and continuous enhancement in hearings and decision-making. A maintained practice guide reinforces the correct application of the law and upholds principles of procedural fairness.

As resources allow, the PSRB actively seeks partnerships with academic and other institutions, aiming to leverage their expertise for valuable research and data analysis. This collaboration results in the publication of professional papers that critically evaluate and inform our approach, positioning the PSRB as a trailblazer in advancing mental health and justice integration through external collaboration and academic rigor.

The PSRB's continuous improvement is realized through proactive initiatives aimed at educating key stakeholders and the public. We employ a diverse array of methods to actively solicit and thoughtfully incorporate invaluable feedback, cultivating a dynamic culture of collaboration and responsiveness.



Four-Year Initiatives and Goals

Initiative 1:

Maximize Collaborative Partnerships to Resolve Complex Systems Issues

Building upon the foundation of our exceptional collaborative partnerships, this initiative is designed to bolster the overall effectiveness of the PSRB by proactively addressing previously identified complex systems issues.

Recognizing that we have thoroughly identified these challenges, our primary focus now shifts to fostering a collective effort among stakeholders to collaboratively devise and implement solutions. Through strengthened alliances, we aim to harness the wealth of expertise within our network, ensuring a unified approach to tackling and resolving these complex system issues, thus driving positive and sustainable outcomes.



Goal 1.1: Health Systems Division, OHA Strategic Roadmap Evolution

- In collaboration with the Health Systems Division, prioritize and update the 2023 joint Health Systems Division strategic roadmap by February 2024, ensuring comprehensive overview of complex systems issues.
- Conduct quarterly reviews with OHA partners to gauge progress and reassess challenges.
- Annually, evaluate if any roadmap initiatives should be incorporated into PSRB's strategic plan.
- Generate an annual report, showcasing achievements and providing recommendations for continuous improvement in the following year.
- Leverage insights from annual reviews to dynamically adapt and evolve the strategic roadmap, ensuring ongoing relevance.



Goal 1.2: Strengthening Defense Representation Collaboration

- Engage with Oregon Public Defense Services (OPDS) and current and prospective public defense contractors to broaden the indigent defense contract, emphasizing diversity, succession planning, and enhanced customer satisfaction in PSRB defense representation.
- Conduct quarterly meetings with OPDS representatives until a minimum of two additional public defense contracts are established.
- Provide PSRB 101 training to new public defense contractors as required.
- Review the OPDS Client Insight Report results to pinpoint challenges and opportunities in defense representation, utilizing the survey for tracking improvements and refining strategies.



Goal 1.3: Enhance End of Jurisdiction Planning Process

- Establish and standardize the PSRB's role in end of jurisdiction planning process.
- By June 2024, collect baseline data to clarify anecdotal issues with the End of Jurisdiction, addressing concerns such as the perception of individuals ending their jurisdiction without services or effective discharge planning. This may include collaborations with key stakeholders and diverse voices to identify perceived challenges associated with the end of jurisdiction planning process.
- Develop a public-facing fact sheet, outlining inherent risks linked to the end of jurisdiction and suggesting mitigation strategies, to be published on the agency website by January 1, 2025.
- Utilize Board administrative meetings in 2024 to engage Board members in a discussion regarding their role in risk mitigation related to client end of jurisdictions and consider rule-making processes or policy changes based on identified solutions

Initiative 2: Advance Competence in PSRB Conditional Release Programs

This initiative is aimed at enhancing the forensic competencies and skill sets required of professionals serving as expert witnesses to the PSRB and as treatment providers to individuals under the PSRB's jurisdiction. Through the establishment of specialized guidelines, the update of essential resources, the implementation of a structured onboarding program, the creation of targeted training initiatives, and the promotion of continuous opportunities for consultation and collaboration, our objective is to fortify forensic skill sets and enhance capacity for developing evidence-based conditional release programs.



Goal 2.1: PSRB Conditional Release Program Training and Enhancement

- Develop a project plan to update the PSRB Conditional Release Handbook by March 1, 2024, with a planned distribution of the updated Handbook by September 1, 2024.
- Develop a project plan to update the PSRB Conditional Release Placement Guide by April 1, 2024, with a planned distribution of the updated Guide by October 1, 2024.
- By July 1, 2024, formally adopt an onboarding program establishing minimum training expectations for all professionals in the role of a PSRB “case monitor” to be completed within three months of starting that position.
- By July 1, 2024, formally adopt an onboarding program establishing minimum training expectations for all professionals in the role of PSRB “medical practitioner” to be accessed as requested.
- By January 1, 2025, publish a “training catalog” that outlines the various training sessions offered by the PSRB leadership team that includes objectives and target audiences.



Goal 2.2: Establish Key Components for Effective Conditional Release Program

- January – June 2024: Conduct a thorough analysis of Oregon's Specialty Court Standards, alongside other relevant criminal justice and behavioral health models. Research extensively to identify best practices and innovative approaches in the monitoring, supervision, and treatment of forensic populations.
- July – December 2024: Engage external expertise for an enriched perspective on forensic mental health, conditional release programs, and relevant legal frameworks. Explore the possibility of hiring a consultant with specialized knowledge in these areas and exploring potential collaboration through establishing an interagency agreement with the Criminal Justice Commission.
- January – June 2025: Establish a collaborative workgroup that comprises key stakeholders, subject matter experts, and external consultants. Facilitate this workgroup with the support of an expert in the field to foster interdisciplinary discussions, ensuring diverse perspectives are considered. Organize regular meetings and discussions to facilitate collaborative decision-making. Encourage open dialogue and the exchange of insights to collectively formulate comprehensive recommendations for the improvement of the PSRB's conditional release program. This integrated approach ensures a holistic engagement with external expertise, collaborative workgroup dynamics, and open discussions, contributing to a well-rounded and effective enhancement process.
- July – December 2025: Schedule presentations or discussions to share the formulated recommendations with a broader audience, including the PSRB leadership team, staff, and other relevant stakeholders. Seek feedback and input from all stakeholders to refine and finalize the key components for an effective conditional release program.
- January 2026: Publish and distribute the first iteration of the Key Components guidelines.

Initiative 3: Operational Excellence and Customer Satisfaction

This initiative embodies a dedication to operational excellence, employee engagement and customer satisfaction. It serves as a robust commitment to cultivate a workplace marked by efficiency, prioritizing employee well-being and striving to deliver outstanding customer service irrespective of the complex nature of the Board's decision making. The goals embedded in this initiative aim to create a resilient and efficient organization responsive to the needs of both internal and external stakeholders.



Goal 3.1: Succession Planning

- Create a stand-alone Succession Plan by January 1, 2024.
- Review and update the Succession Plan on an annual basis, recording progress into this overarching strategic plan.



Goal 3.2: Enhance Customer Service

- Starting January 1, 2024, incorporate customer service training into weekly staff meetings on an at least monthly basis.
- By July 1, 2024, examine the agency's customer service metrics and associated Key Performance Measure to determine its effectiveness at gauging customer service quality.
- By December 31, 2024, develop a new and improved survey or possibly multiple surveys that are stakeholder specific and aligned with identified customer satisfaction benchmarks.
- Roll out the new Customer Service Survey on January 1, 2025.



Goal 3.3: Enhance Employee Satisfaction and Engagement

- Design and execute a comprehensive annual employee satisfaction survey, meticulously crafted to unveil nuanced insights into the work environment, job satisfaction, and the overarching organizational culture. Explore the possibility of leveraging state-sponsored surveys as part of our commitment to continuous improvement. If so, collaborate with other small agencies, boards, and commissions to pool resources and promote collective opportunities for enhancement.
- Establish a comprehensive procedure for survey administration, ensuring clarity on how data will be collected, analyzed, and utilized.
- Ensure the survey is inclusive, addressing diverse perspectives and concerns within the organization.
- Implement an efficient data collection process, utilizing modern technology and user-friendly interfaces to encourage employee participation.
- Maintain anonymity and confidentiality to foster open and honest responses.
- Present survey results transparently, ensuring clear communication of findings to all employees.
- Identify positive aspects and areas for improvement, promoting accountability and organizational learning.



Goal 3.4: Streamline and Optimize Administrative Rules and Policies and Procedures

- By August 2024, establish a systematic schedule for the regular review and updating of the agency's administrative rules and a strategic approach to engaging the Board in the rulemaking process.
- By January 2025, establish a systematic schedule for the regular review and updating of internal policies and procedures, ensuring alignment with administrative rules.
- By January 2025, develop a comprehensive crosswalk between administrative rules and policies and procedures to ensure alignment.

Initiative 4:

Advance Technological Modernization for Program Excellence

This initiative represents a strategic commitment to the continuous technological modernization of the PSRB. Our vision is to harness the momentum generated by recent technological advancements, such as robust electronic file sharing and storage, secure email protocols, fully remote hearings, and the adoption of a hybrid remote work model. However, this initiative goes beyond the mere continuation of progress; it is a deliberate and focused endeavor to enhance operational efficiencies, alleviate internal and external administrative burdens, facilitate improved information sharing, optimize data collection, support meaningful program evaluation, and provide for the continuous improvement of the PSRB. At its core, this initiative addresses a paramount goal—the replacement of our legacy case management system.



Goal 4.1: Agency Case Management System Replacement

- Collaborate with the EIS Senior Portfolio Manager to initiate preliminary discussions with potential vendors. The aim is to clearly articulate the precise requirements of the agency's CMS and associated data needs, ensuring a comprehensive understanding at the outset.
- Actively liaise with the EIS Project Portfolio Performance team, engaging in the IT Governance Framework process. This participation ensures that the CMS replacement aligns seamlessly with overarching strategic objectives, fostering a unified approach to IT governance.
- Submit a formal request to DAS Procurement Services, formally commencing the Request for Quotation (RFQ) process. This step involves meticulous documentation of specifications and expectations, providing potential vendors with a clear understanding of project requirements.
- Conduct a thorough review of all submitted proposals. Employ a discerning evaluation process to select the most suitable vendor based on defined criteria, ensuring alignment with project goals, technical capabilities, and overall suitability.
- Utilize the Agency IT Strategic Planning Template and Guide process to enhance integration of the CMS replacement initiative with broader organizational strategies and consistency with enterprise guidelines.



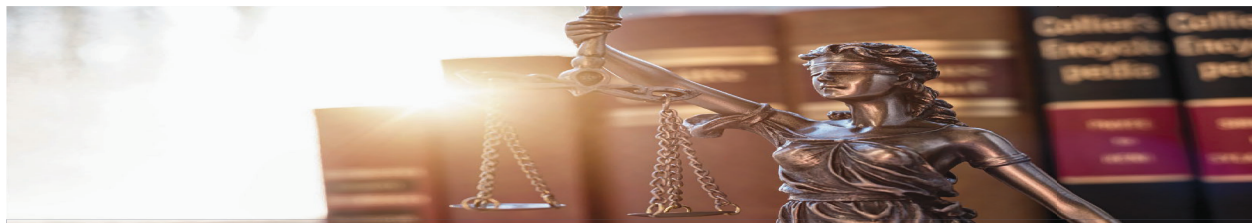
Goal 4.2: Agency Website Revitalization

January – March 2024: Content Identification and Planning

- Agency leadership spearheads the identification of outdated content and prioritizes areas requiring urgent updates.
- Conduct a thorough content audit to pinpoint outdated or inaccurate information.
- Develop a meticulous plan outlining the sequence and urgency of content updates.
- To the extent its applicable, engage relevant stakeholders to ensure comprehensive identification of critical content areas.
- Agency leadership develop a content strategy.

January – April 2024: Comprehensive Website Update Plan

- Agency leadership collaborates with ISS-4 to create a detailed plan for updating and maintaining the agency website, while concurrently enhancing technical proficiency through SharePoint training.
- Partner with ISS-4 to assess the current state of the website and identify technical requirements for updates.
- Develop a comprehensive plan, outlining roles, responsibilities, and timelines for website updates.





Diversity, Equity, Inclusion (DEI) Plan

As reflected in our Diversity, Equity, and Inclusion (DEI) Statement, the PSRB is committed to fostering a more inclusive and equitable agency through its DEI Plan, which acts as the guiding framework for the maximal integration of DEI principles into the core operations of the Board. Our primary objectives are rooted in acknowledging our responsibility to serve all Oregonians without perpetuating systemic disparities. This plan stands as a testament to our dedication to fostering a more inclusive and equitable society, beginning within our own agency. It offers a panoramic view of the PSRB's strategy in addressing DEI-related issues, with the understanding that more specific objectives and measures will be developed in the forthcoming iteration of the Board's Affirmative Action Plan.

Initiative 1: Cultivating Inclusive Workforce Practices:

This initiative focuses on fostering an inclusive work environment by actively promoting diverse recruitment, retention, and promotion practices. It aims to create an atmosphere where open communication about differences is encouraged, and collaboration is valued at all agency levels.

Objective 1.1

Efficiently communicate employment opportunities through diverse channels to ensure broad reach and encourage a varied applicant pool. Recruit, promote, and retain qualified members of protected groups across all levels, including Board member positions, fostering diversity at every organizational tier.

Objective 1.2

Collaborate with the Oregon Office of Cultural Change to maintain an alliance with the State of Oregon's DEI Action Plan, ensuring synchronization with broader state initiatives.

Initiative 2: Alignment with State DEI Action Plan

This initiative emphasizes the PSRB's commitment to aligning with the State of Oregon's DEI Action Plan. It involves collaboration with Oregon's Director of Cultural Change, ensuring that the agency stays well-informed about DEI principles, seeks opportunities for growth, and develops skills to identify policies contributing to inequities and develop policies that are DEI-informed.

Objective 2.1

Create an environment that encourages open communication about differences and empowers individuals at all levels to contribute their best work. Value and sustain a culture of collaboration within the agency, ensuring staff alignment and cohesive efforts towards the agency mission with its values in mind.

Objective 2.2

Leverage the OCC TEAMS Channel for streamlined access to opportunities for training, shared information, and collaborative consultations. Actively seek opportunities for collaboration across the enterprise.

Initiative 3: Advancing Data-Informed Evaluation

This initiative centers on the strategic optimization of data collection processes within the domain of diversity demographics, specifically geared towards identifying potential patterns of inequitable or exclusionary practices within PSRB programming and decision-making. This initiative is connected to concurrent efforts focusing on technological modernization but distinctively emphasizes building the capacity to collect and disseminate data critical for unveiling issues related to diversity, equity, and inclusion within the Board's operations. By enhancing data-informed decision-making, the PSRB aspires to be better informed and proactive in its pursuit of continual improvement.

Objective 3.1

Conduct a comprehensive stakeholder assessment to identify and evaluate data instrumental in measuring potential disparities within PSRB programming. Key focus areas may include access to the insanity defense, hearing outcomes, length of stay in specific care levels, and the frequency of revocations. The objective is to establish a robust foundation for measuring and addressing disparities effectively.

Objective 3.2

Ensure that the development of the agency's new case management system incorporates robust functionalities and features specifically designed to compile, track, and analyze data related to DEI identified metrics.

Objective 3.3

Following the identification of crucial data sets indicating disparities within PSRB programming, develop and implement a comprehensive plan to publish these identified data assets on the State's Open Data Portal. This initiative aims to foster transparency and encourage research analysis by professionals with expertise in diversity, equity, and inclusion.

Initiative 4: Transparency and Cultural Responsiveness

This initiative centers on promoting operational transparency and cultural responsiveness. It involves incorporating DEI questions into employee satisfaction surveys, reviewing and updating external communications to be trauma-informed, providing training and support to staff, and integrating DEI into staff development initiatives and goals. The goal is to ensure that organizational practices align with DEI principles and are responsive to the diverse needs of stakeholders.

Objective 4.1

Develop inclusive Employee Satisfaction Surveys by integrating DEI questions that measure satisfaction with respect to inclusivity, feeling of belonging, and having voices heard, actively contributing.

Objective 4.2

Enhance Employee Inclusivity Perception by integrating DEI-related questions into employee satisfaction surveys and measure responses to assess for perceptions of inclusivity, belonging, opportunities for input and growth, diversity recognition, fair treatment, and workplace culture.

Objective 4.3

Conduct a comprehensive review and revision of the agency's external communications. The goal is to ensure that agency messaging aligns with DEI values, demonstrating a commitment to inclusivity, cultural responsiveness, and trauma-informed care. Provide training to staff to foster awareness and understanding of the impact that external communications can have on promoting diversity, equity, and inclusion.



Initiative 5: Staff Training and Support:

This initiative centers on promoting operational transparency and cultural responsiveness. It involves incorporating DEI questions into employee satisfaction surveys, reviewing and updating external communications to be trauma-informed, providing training and support to staff, and integrating DEI into staff development initiatives and goals. The goal is to ensure that organizational practices align with DEI principles and are responsive to the diverse needs of stakeholders.

Objective 5.1

Implement a specialized training program for Board members and staff, focusing on critical topics such as unconscious bias, microaggressions, cultural humility, and trauma-informed care. The program aims to enhance staff and Board awareness, competence, and sensitivity in handling diverse and complex situations and in the Board's conducting of hearings.

Objective 5.2

Foster a workplace culture that values continuous education and awareness. Develop mechanisms for ongoing training opportunities, encouraging staff to actively engage in educational initiatives that contribute to their professional growth and understanding of diversity, equity, and inclusion principles.

Objective 5.3

Conduct a thorough review and update of Board staff position descriptions to explicitly incorporate the state's equity vision, values, and goals. Ensure that each position aligns seamlessly with broader equity objectives, reflecting the commitment to diversity and inclusion in every role.

Objective 5.4

Integrate Diversity, Equity, and Inclusion (DEI) training seamlessly into staff development initiatives and goals. Establish a structured approach to weave DEI principles into ongoing professional development, ensuring that staff are equipped with the knowledge and skills necessary to actively contribute to the organization's equity objectives.





Psychiatric Security Review Board

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SPECIAL REPORTS

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2025 Succession Plan

**Psychiatric Security Review Board
January 1, 2025**

503-229-5596

Psrb@psrb.oregon.gov

[Agency Website](#)

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Executive Summary

January 1, 2025

Dear Valued Members of the PSRB Community and Beyond,

On January 1, 2024, the Psychiatric Security Review Board (PSRB) introduced its inaugural Succession Plan. This plan is a tool for ensuring the PSRB's resilience, adaptability, and long-term effectiveness, especially during times of inevitable transition such as retirements, promotions, or staff turnover. The plan goes beyond identifying potential leaders; it requires proactive leadership, retention of institutional knowledge, a plan for competency identification and development, and the cultivation and sustainability of a trained and engaged workforce. These elements are key to enabling the PSRB to seamlessly fulfill its mission and uphold its values, ensuring we remain strong and effective through periods of change.

At its core, the PSRB's Succession Plan identifies critical positions, outlines recruitment and onboarding strategies, and emphasizes the development of key competencies necessary to ensure the continued success of those roles. Board members and the Executive Director, in particular, have been identified as the agency's highly critical positions. As such, the competencies required for these positions have been established within this plan, along with the recruitment and onboarding strategies to fill these roles. Additionally, as a small agency, operational effectiveness relies heavily on all of our highly valued staff members, necessitating continuous efforts to review and amend position descriptions and maintain position-specific desk manuals. These components are foundational to PSRB's long-term sustainability.

In addition to these foundational components, the PSRB also sets specific, measurable objectives, focusing on key activities that align with the agency's evolving needs and strategic goals. These annual priorities further drive the agency's commitment to continuous growth, customer service, and operational excellence. In 2024, the PSRB made progress in implementing four key activities: enhancing Board member recruitment, developing a comprehensive Executive Director Desk Manual, updating key position descriptions, and launching a Staff Empowerment Program. Each of these objectives has advanced the agency's succession goals in meaningful ways.

Board member recruitment saw significant strides with the establishment of a formal recruitment protocol designed to streamline the vetting process and enhance consistency and effectiveness in recommendations to the Governor. While challenges, such as bandwidth constraints and the inability to host a recruitment event, presented obstacles to expanding recruitment efforts, the PSRB made use of new tools and strategic partnerships to mitigate these challenges. A notable collaboration with the state's contracted Partners in Diversity platform expanded outreach efforts, improved tracking of engagement, and increased visibility of open Board positions. Despite high levels of viewing the position descriptions of the

agency's upcoming psychiatrist and attorney member vacancies, the recruitment efforts for these positions appear to have been impeded by compensation disparities, resulting in a significant gap between the number of views and the actual applications submitted. On a positive note, recruitment for the probation/parole position surpassed expectations, with the agency successfully identifying a competitive candidate anticipated to be confirmed by the Senate in February 2025, thus ensuring a smooth transition in this critical area.

The development of the Executive Director Desk Manual made notable progress throughout 2024. The agency successfully identified core responsibilities of the Executive Director (ED) role and began organizing them into a centralized OneNote document. However, the initial structure of the manual faced challenges, as it did not align with the original categories set out at the outset. This required a shift toward a more dynamic and interconnected framework for the manual that better reflects the complexity and evolving nature of the ED role. Additionally, competing agency priorities slowed the progress in fully detailing each area of responsibility. Nonetheless, the process benefited greatly from the insights gained through the Director's participation in the Leadership Oregon cohort, which not only contributed to progress related to writing the desk manual, but moreover introduced new tools, lessons learned, and enhanced networking to strengthen the ED's overall leadership competencies.

The review of key position descriptions also progressed throughout 2024, with the Administrative Support Specialist 2 (AS-2) role undergoing a complete review and update. Meanwhile, the reviews of the Paralegal and Executive Support Specialist positions are ongoing, with the intention of aligning position descriptions more closely with the agency's evolving needs. These updates ensure clarity in job responsibilities and provide a clearer framework for staff development and succession planning within the organization, particularly given anticipated changes in position planned for 2025.

The Staff Empowerment Program faced delays due to the competing priorities of onboarding a new Deputy Director. However, significant progress was made in other areas that helped promote a positive and engaged work environment. The successful launch of the Gallup Employee Engagement Survey revealed strong staff engagement scores, demonstrating a highly motivated workforce. In addition, the agency hosted a staff retreat in May 2024, which promoted team-building and identified training needs, contributing to a stronger sense of collaboration and professional growth among staff. As part of the effort to recognize staff contributions, an achievement vision board was created, highlighting weekly staff successes and empowering employees to take greater ownership of their professional development.

As PSRB transitions into 2025, the insights gained from 2024 have been integrated into an updated, forward-looking Succession Plan designed to strengthen the agency's leadership and operational capacity. The new objectives for 2025 emphasize a shift toward more distributed leadership and decision-making, aimed at alleviating the administrative burdens on senior leadership while empowering staff at all levels to take on greater responsibility. This strategic shift is in direct response to the reduction in administrative work, notably through the successful implementation of a paperless filing system, as well as the recognition of a hierarchical structure that has sometimes hindered senior leadership's ability to focus on strategic priorities and make timely decisions in day-to-day operations.

The 2025 Succession Plan outlines six new or refined objectives that will build on the achievements of 2024 while addressing the agency's evolving needs. These objectives are designed to refine the leadership structure, enhance Board member recruitment, and expand staff development opportunities to support a sustainable workforce known for customer-service excellence. A key update in the 2025 plan is an agency reorganization that establishes the creation of two new Operations and Policy Analyst 2 (OPA-2) positions. These roles have been identified as necessary for distributing responsibilities across the organization, relieving senior leadership of sole responsibility for system improvements, decision-making, and daily operations. This will facilitate a flatter organizational hierarchy, allowing senior leadership to focus on strategic planning and higher-level priorities while developing a larger array of competencies and autonomy across all positions.

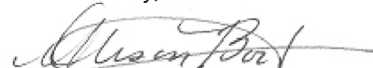
The completion and finalization of the Executive Director Desk Manual is another important goal for 2025. This manual will be fully developed to reflect the interconnected and dynamic nature of the Executive Director role, ensuring it supports leadership continuity and enhances succession planning. Board recruitment efforts will be significantly strengthened by partnering with a professional recruitment strategist, enhancing outreach and increasing the effectiveness of the recruitment process.

Further, the 2025 plan includes completing a comprehensive review of key positions within the agency. This will ensure that job roles remain aligned with the organization's strategic goals and provide meaningful career development opportunities for staff. The agency will continue to build on its Staff Empowerment Program by leveraging insights from the Gallup Employee Engagement Survey as well as stakeholder feedback to design a training program that strengthens staff competencies. Additionally, the introduction of customer satisfaction surveys for Paralegals, a position that has the largest interaction with our stakeholders, will help assess service delivery and identify areas for continuous improvement.

As PSRB looks ahead to 2025, the agency is committed to building on the progress made in 2024 while continuing to evolve its leadership and strategies to sustain long-term operations. To learn more about PSRB's ongoing initiatives, progress, and the strategic objectives shaping the future of the agency, we invite you to explore the full details of our 2025 Succession Plan.

I am honored to lead the PSRB and remain committed to guiding the agency with integrity and stability. Thank you for your trust as we continue to advance our mission and shape the future together. For further information or inquiries, please feel free to contact me at psrb@psrb.oregon.gov.

Sincerely,



Alison Bort
PSRB Executive Director

PSRB Mission and Vision

Mission

The Psychiatric Security Review Board's (PSRB) **mission** is to protect the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims' interest, and person-centered care.

Vision¹

The PSRB envisions itself as a reliable judicial pillar committed to promoting the recovery of justice-involved individuals with severe mental illness. This involves the primary functions of conducting contested hearings and overseeing the monitoring and supervision of individuals under its jurisdiction. Guided by our core values and principles of diversity, equity, and inclusion, the PSRB's vision prioritizes strategic partnerships, resource investments, and technological modernization to improve program effectiveness, transparency, and accountability. Emphasis is also placed on succession planning to foster a positive workplace culture, operational efficiency, and long-term sustainability.

Values

The PSRB's values are rooted in our legislative mandate to protect the public. We achieve maximum levels of public safety through:

Due Process:	Observing individuals' legal rights and adhering to principles of procedural fairness.
Research:	Decision-making and organizational practices driven and influenced by the best available data.
Recovery:	Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.
Partnership:	Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

Future Workforce

The Psychiatric Security Review Board is rigorously recruiting future Board Members. Applications remain on file for up to two years. Serious candidates may contact the agency at 503-229-5596 or psrb@psrb.oregon.gov to request an information interview with the Board's Executive Director.

¹ This excerpt provides a condensed version of the PSRB's three-year vision. For a comprehensive view, please consult our complete strategic plan.

Identification | Critical/Highly Critical Positions

This section delineates the highly critical personnel within the Psychiatric Security Review Board, emphasizing their essential competencies and outlining the specific consequences that would ensue in their absence.

Highly Critical

1. Adult Panel Board Member Positions

Psychiatric Security Review Board (PSRB) members play a crucial role in the Oregon justice system, making an array of risk decisions such as whether individual should reside in the community, have the gun rights restored, or be relieved from sex offender registration requirements. Each of the five, highly critical Board positions—psychiatrist, psychologist, attorney, parole/probation officer, and public member—is prescribed by the Oregon Revised Statutes. Board members are appointed by the Governor and confirmed by the Senate for up to two, 4-year terms. In addition to their specialized knowledge, the Board members must demonstrate competencies in legal expertise, impartial decision-making, analytical thinking, effective communication, procedural fairness, conflict management, case management efficiency, adaptability, and continuous learning. These competencies are pivotal for the PSRB members as they preside over hearings, review extensive case files, and formulate insightful questions for witnesses, all contributing to administration of justice and the protection of the public as the law requires.

A vacancy on the PSRB has the potential to significantly disrupt the continuity of operations. Board members, who work on a part-time basis with additional professional and personal responsibilities, play a crucial role in the functioning of the PSRB. With a minimum of three members required for hearings, a vacancy could result in a lack of quorum, causing delayed justice and threats to individual liberties. The high level of competence expected from Board members is paramount, as a deficiency in any of the specified areas could lead to adverse consequences. Inaccurate decisions, flawed legal interpretations, and unsupported findings may result in inconsistencies in rulings and contribute to delayed justice. Such decisions are susceptible to appeals and reversals, demanding additional agency resources for judicial review. The potential erosion of public trust in the PSRB is a consequential concern, as individuals may question the integrity and fairness of administrative proceedings. Incorrect decisions could set problematic legal precedents, affecting future cases and potentially leading to the misapplication of legal principles. Moreover, decisions to discharge, conditionally release, restore gun rights, or relieve individuals of sex offender reporting requirements that are influenced by factors other than legal mandates pose a risk to public safety and the agency at large.

NOT A CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment • No competitive compensation package/compression issues • Skill set in high demand • Promotional opportunities • Anticipate vacancy within the next year

Ensuring a competent and complete Board is vital for maintaining the integrity and effectiveness of the PSRB's adjudicative processes.

2. Executive Director (ED)

The ED is a highly critical position for the PSRB, entrusted with a multifaceted set of responsibilities, requiring adeptness in **State Manager Competencies**, keen adherence to **Governor Expectations**, and a nuanced understanding of **Agency-Specific Expertise**. The ED's influence permeates across various domains, contributing to the agency's resilience and adaptability. As we embark on succession planning, it becomes evident that the ED is not merely a leader; they are a catalyst for the agency's vitality, underscoring the significance of identifying and cultivating a successor who can seamlessly navigate and uphold the critical functions integral to our organizational fabric. The following sections outline the most critical competencies possessed by the ED, explains why they are critical, and communicates the immediate and future business impact in the absence of this skilled position.

State Manager Competencies

The identification of critical competencies starts with the expectation that the PSRB's leadership team, comprised of the Executive and Deputy Directors, possess an advanced to expert proficiency in the competencies established for all managers in state service including business acumen, communication, innovation, intentional engagement, mentoring and developing people, and stewardship.² These competencies transcend the enterprise's leadership workforce and represent the combination of the knowledge, skills, and abilities required for state leaders to be successful. A lack of competency in any of these areas could have significant and widespread, negative consequences for the agency in the short and long-term.

Business Impact/Consequences in the Absence of ED with State Manager Competencies

This sections explains the business implications arising from either the absence of an Executive Director (ED) or the lack of the aforementioned State Manager Competencies within the ED.

Lack of Business Acumen:

Insufficient business acumen in a leadership role can result in strategic misalignment, where PSRB's objectives deviate from public interests, leading to policies that may not effectively serve the broader community. Ineffective oversight of agency operations can lead to operational inefficiencies, resource mismanagement, and a failure to meet agency goals. Collaboration challenges with external partners may hinder the leveraging of collective expertise and resources, resulting in a lack of innovation and missed opportunities for improvement. The consequences include public dissatisfaction, reduced agency effectiveness, and the potential for missed opportunities that could enhance overall service delivery.

² See [Enterprise Values and Competencies: Competency Guide for Managers](#)

Lack of Communication Skills:

A deficiency in communication skills may manifest in ineffective communication at various organizational levels, causing misunderstandings and a lack of clarity. Challenges in casting a compelling vision for the PSRB can result in a lack of buy-in and enthusiasm from stakeholders. Difficulties in communicating complex information to diverse audiences may lead to confusion and hinder decision-making processes. These issues can culminate in stakeholder dissatisfaction, decreased agency cohesion, and ineffective implementation of strategic initiatives.

Lack of Innovation Skills:

A leader's limited encouragement of diverse thinking and innovation can stifle creativity within the PSRB. Inability to motivate and empower others to translate innovative ideas into tangible performance improvements may lead to stagnation and resistance to change. Challenges in evaluating and implementing innovative concepts can result in a stagnant agency culture, with missed opportunities for improvement.

Lack of Intentional Engagement Skills:

A lack of intentional engagement skills may result in failure to treat employees and partners with respect, fostering a negative agency culture. Inability to create an inclusive work environment can lead to a lack of diversity and collaboration. Challenges in recognizing and utilizing diverse abilities may result in the underutilization of talent. The consequences include lower employee morale and job satisfaction, strained relationships with partners, and difficulty in building effective working relationships within the PSRB.

Lack of Mentoring and Developing Others Skills:

Issues in mentoring and developing others may stem from inadequate strategies, hindering the professional growth of employees. Challenges in providing clear, behaviorally specific performance feedback can result in a lack of direction for employees. Integration challenges with statewide mentoring initiatives may lead to a lack of consistency. Consequences may include limited employee growth, decreased satisfaction, and challenges in attracting and retaining top talent.

Lack of Stewardship Skills:

A lack of direction in protecting taxpayers' interests may lead to ineffective strategies, potentially resulting in public dissatisfaction and ethical challenges. Difficulty in setting effective policies can hinder the achievement of PSRB's goals, while challenges in evaluating impacts may lead to poor decision-making. Consequences may include an increased risk of misusing public funds, legal challenges, and decreased agency effectiveness and reputation.

Governor Expectations

In the capacity of an executive branch agency, the ED must competently translate and execute the expectations delineated by the governor. Beyond this, they must seamlessly integrate the administration's priorities and associated workload into the fabric of the PSRB's business practices. This isn't just about adherence; it's about embodying the strategic vision of state leadership. The ED's proficiency in aligning the PSRB with the nuanced expectations and priorities of any governor's administration is foundational to the PSRB's success. As we delve into succession planning, it becomes imperative to identify a successor who not only appreciates the importance of this alignment but can adeptly navigate the ever-evolving landscape of gubernatorial expectations, ensuring the sustained impact and relevance of our agency within the broader context of state leadership.

Business Impact/Consequences in the Absence of ED with Governor Expectation Competencies

The absence of the Executive Director's competency in translating and executing the governor's expectations, coupled with seamlessly integrating administration priorities, poses severe consequences for the PSRB. This includes strategic misalignment, reduced agency effectiveness, limited impact, missed opportunities, potential friction with state leadership, inefficient resource allocation, negative stakeholder perception, and challenges in adapting to policy changes. Specific to the current administration, this may manifest in a breakdown of agency accountability, hindering progress in key areas like customer service, diversity, equity, and inclusion initiatives, and emergency preparedness. Strained relationships with stakeholders and missed opportunities for strategic planning, modernization, and performance improvements may impede addressing critical issues such as housing, homelessness, behavioral health, addiction care, and education. Non-compliance may also invite increased scrutiny from oversight bodies, potentially leading to negative consequences for agency leadership. Identifying a successor adept at navigating the evolving landscape of gubernatorial expectations becomes imperative for sustained impact and relevance within the broader state context.

Agency-Specific Competencies

The following section summarizes the most critical competencies required specifically by the PSRB's ED and the corresponding impact in the absence of these competencies: Legal Expertise, High-Risk Decision Making, Board Governance and Meetings Management, Collaborative Relationships, Legislative Engagement and Advocacy, and Training Facilitation.

Legal Expertise:

The role of the ED demands a profound mastery of legal and procedural intricacies linked to contested hearings, PSRB appeals, and overall agency operations. While the ED is not positioned as the agency's legal counsel, a cornerstone of their responsibilities involves the administration and strategic direction of the PSRB's five forensic programs. This requires an in-depth expertise encompassing the statutes governing each program area, nuanced familiarity with corresponding administrative rules, and a comprehensive understanding of relevant caselaw. In the realm of conducting hearings, the ED is required to exhibit a seasoned command of the Administrative Procedures Act. This proficiency extends to a thorough grasp of the complete spectrum of procedures entailed in conducting timely contested hearings,

including that findings of fact and conclusions of law in Board orders are legally sound. Collaborative engagement with the PSRB's legal counsel is pivotal, particularly in navigating complex issues impacting the agency, ranging from appeals to tort claims. The ED's legal expertise is integral to upholding the highest standards of procedural integrity and legal efficacy within the agency.

Business Impact/Consequences in the Absence of ED with Legal Expertise Competency:

In the absence of a robust legal expertise competency within the succession plan for the Executive Director (ED) role, the PSRB faces several potential consequences. First and foremost, the risk of legal challenges and compliance issues significantly increases, particularly in the context of contested hearings and appeals. This lack of expertise may result in procedural inefficiencies, potentially leading to delays and inadequate findings in the decision-making process. Moreover, the ED's ability to strategically administer the PSRB's forensic programs may be compromised, affecting the overall effectiveness of these critical state programs. Additionally, without a strong legal foundation, there might be an increased reliance on external legal counsel, potentially driving up legal costs and limiting the autonomy of internal decision-making.

High-Risk Decision-Making:

In the demanding role of the E), an unwavering commitment to high-risk decision-making is imperative. The ED stands ready 24/7 to adeptly respond to crises demanding swift and decisive action. Proficiency in this competency requires a multifaceted skill set encompassing risk assessment, collaborative communication, and crisis management. Additionally, the ED must possess a familiarity with the specific individuals involved, adding a layer of professional insight to the decision-making process. The ED excels not only in recognizing the severity of threats but also in orchestrating the development of strategic safety action plans in real-time. These decisions are navigated with a profound understanding of the applicable legal standards, ensuring that the chosen course of action aligns seamlessly with regulatory requirements while anticipating the potential repercussions of each decision. This competency is a dynamic fusion of agility, strategic insight, and a profound commitment to safeguarding the public through astute decision-making in high-stakes scenarios.

Business Impact/Consequences in the Absence of ED with High-Risk Decision-Making Competency:

The most significant impact of the lack of this vital competency is an increased risk to public safety and the welfare of the individuals under the Board's jurisdiction. An ED without adept decision-making skills may struggle to respond promptly to crises, potentially allowing situations to escalate before effective intervention occurs. This delay could result in increased harm or damage, impacting the safety and well-being of those involved. Likewise, inadequate proficiency in risk assessment may lead to inaccurate evaluations of threat severity. This could result in misguided decisions and the implementation of suboptimal safety measures, increasing the likelihood of harm. A lack of crisis management skills may lead to chaotic responses during high-stakes situations, hindering the Director's ability to navigate and control rapidly evolving crises. This could contribute to the escalation of crises and difficulty regaining

control. An insufficient understanding of legal standards and regulatory requirements may lead to decisions that inadvertently breach laws or standards. This poses the risk of legal consequences, regulatory penalties, and damage to the organization's reputation due to non-compliance. Limited collaborative communication skills may impede the Director's ability to convey critical information swiftly and clearly during crises. This could result in miscommunication or inadequate information sharing, hindering coordinated responses. Inconsistent or ineffective high-risk decision-making may erode public and stakeholder trust in the organization's ability to handle crises competently. This poses the risk of diminished credibility, potential legal actions, and strained relationships with stakeholders.

Board Governance and Meetings Management:

Within this competency, the ED demonstrates an exceptional ability to orchestrate and oversee board meetings in strict adherence to public meetings laws. This includes the meticulous preparation of comprehensive meeting agendas that address pertinent topics and align with legal requirements. The ED not only oversees the smooth execution of meetings but also assumes the responsibility of recording accurate and detailed minutes, ensuring a comprehensive record of discussions, decisions, and action items.

In addition, the ED excels at effective tracking and follow-up on action items arising from board meetings. This involves a proactive approach to monitor the progress of assigned tasks, engage with relevant stakeholders, and ensure timely completion. The competency in board governance extends beyond the actual meeting, emphasizing the executive's role in fostering a culture of accountability and transparency within the organization. Overall, this competency underscores the ED's proficiency in managing the intricate processes of board meetings, safeguarding legal compliance, and promoting effective decision-making and action.

Business Impact/Consequences in the Absence of ED with Board Governance and Meetings Management Competency:

In the scenario where the director lacks the critical competency in Board Governance and Meetings Management, the repercussions unfold across various dimensions. Non-compliance with public meetings laws introduces legal uncertainties, casting shadows on the legitimacy of board decisions and potentially tarnishing the PSRB's reputation. The deficiency in orchestrating efficient board meetings, from agenda preparation to facilitation, results in disorganization and inefficiency, hindering the PSRB's ability to address pivotal issues. Incomplete or inaccurate recording of meeting minutes exacerbates the challenge, fostering misunderstandings and disputes over decisions and introduces issues of non-compliance of public meetings law. The ED's inability to systematically track and follow up on action items contributes to a lack of accountability, impeding progress on essential initiatives and eroding stakeholder confidence. The PSRB faces missed opportunities for improvement, as critical issues remain unaddressed, and strategic goals languish unfulfilled. Strained relationships with board members may ensue, leading to dissatisfaction and diminished engagement, further compromising the PSRB's operational effectiveness. In essence, the absence of this competency jeopardizes legal compliance, agency efficiency, stakeholder relationships, and the overall effectiveness of the PSRB's governance structure.

Collaborative Relationships:

Cultivating collaborative relationships is a pivotal competency for the ED, demanding a nuanced skill set to navigate the intricate landscape of external stakeholders. This proficiency acknowledges the inevitability of conflicting perspectives within the diverse roles and objectives of key stakeholders associated with the PSRB's initiatives. The ED adeptly employs a diplomatic strategy, elevating communication and trust. This approach extends beyond mere acknowledgment of differences, emphasizing the promotion of cultural sensitivity and inclusivity. The ED's role is not only conflict resolution but a proactive engagement that seeks common ground, fostering an environment conducive to innovative solutions. This competency is foundational in steering through myriad challenges inherent in the PSRB's work, epitomizing the ED's ability to forge collaborative partnerships that transcend differing viewpoints.

Business Impact/Consequences in the Absence of ED with Collaborative Relationships Competency:

The absence of the competency of cultivating collaborative relationships yields an array of challenges that reverberate throughout the organization. As the ED engages with external stakeholders, the lack of collaborative relationship-building skills becomes evident. Struggling to establish positive partnerships, the ED faces difficulties in fully understanding diverse perspectives. This limitation hampers the ED's ability to make informed decisions that consider a broad range of stakeholder interests. Communication nuances become a focal point, with the ED grappling to navigate diplomatic communication effectively. Challenges arise, leading to occasional misunderstandings among stakeholders and impacting coordinated efforts for successful initiatives. Additionally, the ED's challenge in elevating communication and trust results in lower levels of trust and credibility with external partners. While garnering support becomes more challenging, it may impact the organization's reputation in the external community. The need for emphasizing cultural sensitivity and inclusivity becomes apparent to avoid potential morale issues and legal concerns. In the external landscape, the ED faces difficulties proactively engaging and resolving disputes, leading to prolonged disagreements. This may slow down decision-making processes but also highlights opportunities for enhancing conflict resolution strategies. Transcending differing viewpoints proves challenging for the ED, affecting the ability to forge collaborative partnerships. Missed opportunities for joint initiatives limit the organization's potential for collective achievements. Internally, the absence of collaborative relationship-building extends to organizational teams, impacting cohesion and teamwork.

Legislative Engagement and Advocacy:

Within this competency, the ED demonstrates multifaceted abilities crucial for effective legislative engagement and advocacy. The ED not only comprehends the legislative process intricately but also excels in analyzing and crafting policies and impact statements in response to proposed and enacted legislation. Establishing and nurturing positive relationships with legislators is a hallmark of this competency, further amplified by the ED's adept representation of the agency in diverse legislative workgroups. The ED's proficiency extends to skillful testimony before the legislature, a pivotal aspect of advocating for the agency's interests.

Recognizing the agency's modest role within a vast mental health system, the ED plays a pivotal role in vigilant monitoring for bills that could inadvertently impact the PSRB. This proactive stance reflects the ED's commitment to safeguarding the PSRB's interests within the larger legislative landscape.

Integral to this competency are skills encompassing the preparation and presentation of the agency's budget. The ED not only navigates the intricacies of budgetary processes but also engages in strategic advocacy for additional funding. This advocacy aligns meticulously with enhancing the agency's strategic initiatives and overall improvement, showcasing the ED's dedication to securing resources that propel the agency forward in a fiscally responsible manner.

Business Impact/Consequences in the Absence of ED with Legislative Engagement and Advocacy Competency:

In the absence of this competency, the agency contends with a series of consequential challenges. Without the ED's nuanced understanding of legislative processes, the organization operates with limited insight into the intricacies of proposed and enacted legislation. Reactive rather than proactive policy responses become the norm, potentially leading to ineffective policies that fail to address the agency's evolving needs. The hallmark positive relationships with legislators, typically fostered by the ED, face strain, compromising the agency's ability to effectively advocate for its interests and collaborate on legislative matters. Diminished representation in legislative workgroups further weakens the agency's voice in critical discussions and decisions. The absence of skillful legislative testimony hampers the agency's capacity to communicate its needs persuasively. Vigilant monitoring for bills that could inadvertently impact the PSRB becomes compromised, exposing the agency to potential adverse consequences. Inadequate skills in budget preparation and strategic advocacy for additional funding leave the agency vulnerable to budgetary challenges, hindering its ability to align resources with strategic initiatives and overall improvement. The overall result is a compromised ability to thrive within the broader legislative and funding landscape, impacting the agency's effectiveness and strategic advancement.

Training Facilitation:

In the realm of training facilitation, the ED assumes a pivotal position as the agency's subject-matter expert. This role demands not only a profound understanding of the unique intricacies of the PSRB but also the capacity to design, deliver, and facilitate training sessions that resonate with diverse audiences. Notably, the scarcity of directly applicable resource materials adds an additional layer of complexity. The training initiatives encompass a variety of formats, spanning webinars, consultations, written handbooks, and website resources. What distinguishes the ED's proficiency is the adept adaptation of these sessions to a wide spectrum of audiences. This requires not only the ability to distill complex information into accessible and informative formats but also a nuanced understanding of the diverse needs and backgrounds of training recipients. The ED's role in training goes beyond imparting knowledge; it involves creating an engaging and effective learning experience tailored to the specific challenges and contexts of the PSRB.

Business Impact/Consequences in the Absence of ED with Training Facilitation Competency:

The absence of this competency yields significant negative consequences for the agency. Without the ED's adept understanding of the PSRB's intricacies and the capacity to design tailored training sessions, the dissemination of crucial knowledge becomes compromised. The scarcity of directly applicable resource materials exacerbates the challenge, limiting the availability of comprehensive training materials. The ED's proficiency in adapting sessions to diverse audiences is pivotal; without it, the training may fail to resonate with individuals of varying backgrounds and needs. Ultimately, the negative impact extends beyond the mere transmission of information; it compromises the agency's ability to create engaging and effective learning experiences tailored to the specific challenges and contexts of the PSRB, potentially impeding organizational growth and adaptability.

Highly Critical

1. **Board Members:** The following developmental plan addresses how the PSRB plans to build the bench strength for this position, focusing on recruitment, retention and skill development challenges and recommendations.

Recruitment Strategies

- ✓ **Targeted Outreach:** Implement targeted outreach campaigns to reach potential candidates within the mental health, legal, and law enforcement communities. Utilize professional associations, academic institutions, and relevant conferences to identify and engage qualified individuals.
- ✓ **Competency-Centric Recommendations:** Align recommendations to the governor with the competencies highlighted in the succession plan. Conduct informational interviews with questions tailored to assess candidates' proficiency in key areas crucial for a Board member.
- ✓ **Inclusive Stakeholder Involvement:** Enhance the recruitment process by involving key stakeholders who can contribute to participating in informational interviews. This collaborative approach ensures a comprehensive evaluation from diverse perspectives, incorporating insights from those directly impacted by the PSRB's operations.
- ✓ **Public Information Campaigns:** Conduct public information campaigns to raise awareness about the PSRB and the importance of its work. This can attract individuals with a sense of civic duty and a commitment to contributing to public safety and mental health recovery.
- ✓ **Strategic Job Announcement Distribution:** Develop a targeted distribution list for the Board member vacancies. Identify specific individuals, organizations, and platforms that can maximize the reach of the announcement within relevant networks. This strategic approach ensures that potential candidates with the right qualifications are reached effectively.
- ✓ **Engage Professional Networks:** Leverage professional networks and affiliations related to mental health, public safety, and governance. Engaging with these networks can help identify candidates with specialized knowledge and experience relevant to the PSRB's mission. This targeted outreach increases the likelihood of attracting candidates with a strong alignment to the agency's goals.
- ✓ **Diversity and Inclusion Focus:** Prioritize diversity and inclusion in the recruitment process. Actively seek candidates from diverse backgrounds to ensure a broad range of perspectives and experiences. This approach contributes to a more inclusive Board, fostering innovation and effective decision-making.

Onboarding Strategies (coordinated by Board Chair and Executive Director)

- ✓ **Onboarding Plan:** Develop a customized onboarding plan tailored to the unique needs and background of the Board member. This plan should include a comprehensive orientation program that introduces new Board members to the PSRB's mission, values, strategic goals and hearings procedures as well as an overview of relevant statutes, administrative rules, and key legal precedents.
- ✓ **Mentorship Program:** Implement a mentorship program pairing new members with experienced colleagues. This provides a supportive environment for knowledge transfer, guidance, and insights into the nuances of administrative law and contested hearings.
- ✓ **Knowledge Transfer Sessions:** To the extent possible, facilitate structured knowledge transfer sessions between the outgoing and incoming Board member. These sessions should focus on sharing insights, experiences, and best practices related to preparing for and conducting hearings.³
- ✓ **Hearing Observations:** Facilitate new Board members' exposure to diverse hearing scenarios by providing opportunities for observation. Develop a comprehensive catalog featuring various hearing types, offering insights and training on both routine and complex hearing issues.
- ✓ **Public Hearing History:** Facilitate new Board members' onboarding by providing them access to the comprehensive archive of meeting minutes from past administrative meetings. This initiative not only familiarizes new members with the dynamics of public meetings but also offers an in-depth account of the agency's historical discussions and key issues.

³ It is imperative that Board members refrain from exchanging or discussing specific case details outside the formal deliberation process.

2. **Executive Director:** The following developmental plan addresses how the PSRB plans to build the bench strength for this position, focusing on recruitment, retention and skill development challenges and recommendations.

Recruitment Strategies

- ✓ **Competency-Centric Interviewing:** Align the recruitment process with the competencies highlighted in the succession plan. Tailor interview questions to assess candidates' proficiency in key areas crucial for the Executive Director role. This ensures a focused evaluation of candidates against the specific requirements of the position.
- ✓ **Leadership Oregon Participation:** Nominate potential successors to participate in Leadership Oregon. This program offers invaluable insights into the intricacies of state-level leadership, providing candidates with a foundational understanding of state government management competencies and also exposes participants to opportunities to develop an extensive network of colleagues across the enterprise.
- ✓ **Inclusive Stakeholder Involvement:** Enhance the interview process by involving key stakeholders who can contribute question drafting and participate in interviews. This collaborative approach ensures a comprehensive evaluation from diverse perspectives, incorporating insights from those directly impacted by the PSRB's operations.
- ✓ **Strategic Job Announcement Distribution:** Develop a targeted distribution list for the job announcement. Identify specific individuals, organizations, and platforms that can maximize the reach of the announcement within relevant networks. This strategic approach ensures that potential candidates with the right qualifications are reached effectively.
- ✓ **Engage Professional Networks:** Leverage professional networks and affiliations related to mental health, legal/justice, public safety, and governance. Engaging with these networks can help identify candidates with specialized knowledge and experience relevant to the PSRB's mission. This targeted outreach increases the likelihood of attracting candidates with a strong alignment to the PSRB's goals.
- ✓ **Utilize Online Platforms:** Explore online platforms and job portals that cater to executive-level positions in the public sector. This includes reputable websites and forums where experienced leaders often seek new opportunities. Maximizing the visibility of the job announcement on these platforms broadens the pool of qualified candidates.
- ✓ **Diversity and Inclusion Focus:** Prioritize diversity and inclusion in the recruitment process. Actively seek candidates from diverse backgrounds to ensure a broad range of perspectives and experiences. This approach contributes to a more inclusive leadership team, fostering innovation and effective decision-making.

Onboarding Strategies (coordinated by Chair, Deputy, and Exec. Support)

- ✓ **Onboarding Plan:** Develop a customized onboarding plan tailored to the unique needs and background of the incoming ED. This plan should include a detailed schedule, key introductions, and specific learning objectives aligned with the competencies outlined in the succession plan.
- ✓ **In-Depth Organizational Overview:** Provide an extensive overview of the organization's history, mission, values, and strategic goals. Ensure the incoming ED gains a profound understanding of the agency's context within the mental health system, its role, and the impact it seeks to achieve.
- ✓ **Structured Introduction to Key Stakeholders:** Facilitate introductions to key internal and external stakeholders, including staff, board members, government officials, and interstate agency and community partners. These introductions should go beyond formalities, aiming to foster meaningful connections and an understanding of the diverse roles within the organization.
- ✓ **Thorough Review of Agency Operations:** Conduct a thorough review of agency operations, focusing on critical processes, programs, and ongoing initiatives. This includes an exploration of the PSRB's programs, strategic plan, affirmative action plan, legal and procedural policies, key partnerships, fiscal/budget matters, vendors/contractors, and the competencies crucial for the ED role.
- ✓ **Mentorship and Shadowing Opportunities:** Facilitate shadowing opportunities between the incoming and outgoing ED. This provides unparalleled insights into the intricacies of the role and fosters direct exposure to critical decision-making scenarios, operational challenges, and organizational nuances. Through this immersive experience, the successor gains a profound understanding of the organizational culture, strategic initiatives, and the rationale behind key decisions, ensuring a seamless and informed leadership transition. The real-time interaction between the outgoing and incoming EDs establishes a foundation for open communication, encourages the exchange of institutional knowledge, and nurtures a collaborative relationship, empowering the new Executive Director to confidently navigate the demands of their pivotal role. If not achievable during the transition, organize knowledge transfer sessions post-successor initiation to accomplish the same objectives.
- ✓ **Preparedness for Legal Issues:** Ensure access to legal resources and consultation for the successor. This includes establishing a mechanism for seeking guidance on complex legal matters related to board governance, public meetings, and other legal considerations.

Creation of an Executive Director Desk Manual

- ✓ Develop and customize the Executive Director's Desk Manual for the PSRB, ensuring alignment with the agency's mission, values, vision and strategic goals. Organize the manual with clear sections covering the vast competencies and job duties outlined in the position description. Integrate stakeholder mapping strategies to identify key stakeholders and their roles, and include a comprehensive accounting of pressing issues that may need to be addressed during the transition. Establish a systematic plan for continuous updates and maintenance of the Desk Manual to ensure ongoing accuracy and relevance.

Develop a Training Facilitation Guide

- ✓ Develop a Training Facilitation Guide outlining the various types of trainings administered by the ED. This section should serve as a comprehensive guide, providing insights into the planning, execution, and evaluation of different training programs within the PSRB.
- ✓ Provide a detailed overview of the types of training programs regularly administered by the ED. This should encompass both internal staff development sessions and external training initiatives conducted by the PSRB.
- ✓ Clearly articulate the objectives and goals of each training program. Define the intended outcomes and competencies that participants are expected to acquire, aligning these goals with the broader mission and strategic objectives of the PSRB.
- ✓ Specify the target audience for each training program. Identify whether the training is designed for internal staff, external stakeholders, or specific groups within the community. This information ensures that training initiatives are tailored to the needs of diverse participants.
- ✓ Outline the methodologies employed during training sessions. This could include workshops, webinars, consultations, written materials, and any other innovative approaches used to deliver content effectively. Highlight the adaptability of the ED in catering to diverse learning styles.
- ✓ Describe the mechanisms in place for evaluating the effectiveness of training programs. Include details on post-training assessments, feedback collection, and continuous improvement strategies. Emphasize the commitment to refining training initiatives based on participant feedback.
- ✓ Provide insights into the allocation of resources for training programs. This may include budgetary considerations, staffing requirements, and any external collaborations essential for successful training execution.

Development | Agency-Wide Competency Development Plan

The PSRB places immense value on its dedicated staff, recognizing their indispensable roles in ensuring the agency's seamless operations. While most positions have experienced turnover, the recruitment and onboarding of successors have efficiently maintained business continuity. Consequently, the agency refrains from currently designating any additional positions as "highly critical" or "critical."

Nevertheless, the agency is proactive in implementing a comprehensive evaluation plan for all positions, prioritizing competency development and sustained operations during periods of transition. The below plan integrates an annual review of position descriptions with the creation and upkeep of desk manuals and opportunities for professional development. The organization is committed to fostering clarity, consistency, and a seamless transition for employees in diverse roles. This strategic approach guarantees that incoming staff members are well-equipped, comprehend their roles, and can effortlessly contribute to the overarching success of the organization.

Annual Position Description Review

- ✓ Conduct a yearly review of all position descriptions across various roles within the organization.
- ✓ Engage employees to gather insights on the evolving responsibilities and expectations associated with their positions.
- ✓ Incorporate feedback from outgoing employees to refine and enhance the accuracy of position descriptions.
- ✓ Evaluate the alignment of position descriptions with legal requirements, competencies, and organizational objectives.

Desk Manuals

- ✓ Develop comprehensive desk manuals for each role, outlining key responsibilities, procedures, and performance expectations.
- ✓ Include detailed guidelines on essential tasks, interactions with colleagues and stakeholders, and adherence to legal and ethical standards.
- ✓ Collaborate with experienced employees to capture institutional knowledge and best practices in the manuals.
- ✓ Regularly update desk manuals to reflect changes in policies, procedures, and industry standards.
- ✓ Provide ongoing training sessions to ensure employees are familiar with and effectively utilize the desk manuals.

Professional Development

- ✓ Utilize the Performance Appraisal Feedback (PAF) model to periodically assess and develop employees' skills, competencies, and career goals.
- ✓ Identify training needs and opportunities for skill enhancement.
- ✓ Implement targeted training to address identified skill gaps.
- ✓ Develop a cross-training plan to ensure that employees possess a diverse skill set.
- ✓ Facilitate job shadowing, mentorship programs, and collaborative projects across departments.
- ✓ Utilize Microsoft TEAMS to facilitate easy access to shared information.

Evaluation | Competencies, Goals, and Recruitment Strategies

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track in the following areas:

Evaluation of Succession Plan Components:

1. Highly Critical/Critical Positions:

Approach: The agency will conduct regular reviews of organizational needs, workload, and strategic objectives to determine if positions should be recategorized as highly critical or critical. We anticipate this determination will be more revealing as staff make progress with the completion of their desk manuals and anticipate the challenges inherent in their job duties.

2. Competency Adjustment:

Approach: The agency has established a commitment to annually reviewing position descriptions, which will include an assessment of the required competencies. Leadership will utilize PAF sessions to gather feedback from employees to identify emerging competencies and skill gaps.

3. Employee Goals:

Approach: Use the PAF model to implement regular performance appraisal processes and discuss employee goals, interests, and identify opportunities for cross-training or career progression. Facilitate open communication between employees and supervisors to align individual goals with organizational objectives. The agency anticipates administering employee satisfaction surveys in the coming year to provide another modality to provide feedback to leadership.

4. Recruitment Strategies:

Approach: The agency will actively work with its HR Business partners to measure the effectiveness of recruitment and retention strategies. The agency will utilize metrics such as time-to-fill, turnover rates, and employee satisfaction. The agency will regularly solicit feedback from HR, hiring managers, and employees to identify areas for improvement.

The following provides an overview of the agency's 2024 objectives and progress made on each of them. To the extent these objectives were not completed, further objectives are established in the Action Plan section for 2025.

ACTIVITY #1: PROGRESS UPDATE:

Original Objective: Implement a public information campaign to raise awareness about upcoming Board member vacancies and improve recruitment efforts.

Progress Summary:

In 2024, the agency made significant progress toward enhancing recruitment efforts for Board member vacancies. One significant accomplishment was the establishment of a recruitment protocol to standardize and improve the vetting process for candidates the agency recommends for Governor appointments. The agency had the opportunity to use this protocol in action for the recruitment and recommendation of one prospective Board member during 2024.

Other aspects of the recruitment process encountered challenges that required adjustments and led to a shift in strategies. The agency was unable to plan and host a recruitment event due to bandwidth limitations and competing priorities faced by the agency's director.

While the recruitment event could not take place, the agency expanded its recruitment efforts by identifying additional methods to spread the word. A notable success in this area was taking advantage of the newly established state contract with Partnership in Diversity. The agency took advantage of services, using its Career Center to post recruitments for its next psychiatrist and attorney Board members. This particular tool provided the added benefit of measurable metrics, tracking the views and engagement on posted vacancies, which helped assess the effectiveness of our outreach.

Recruitment efforts for the psychiatrist position included utilizing the Partnership in Diversity platform, which helped extend the job posting's reach. Over the course of two months, the position received over 90 views. However, despite this visibility, only one completed application has been received. In addition to the online platform, the distribution list for the position was expanded with the help of the Governor's office. Despite these efforts, the low response rate highlights a recurring challenge—the compensation package for this position is not competitive with the earning potential in the field, which is likely a major barrier to attracting qualified candidates.

Similarly, recruitment for the attorney member position resulted in around 50 views over two months on the Partnership in Diversity platform, but, as of now, no applications have been

received. This outcome reinforces the agency's concern that compensation issues are hindering recruitment for these highly critical roles.

On the other hand, this appears to be less of an issue affecting the recruitment of the probation/parole member for the Board. These efforts took place prior to the Partners in Diversity contract and resources being made available. Even without this tool, the agency was able to attract multiple applicants, surpassing the initial goal of three. This outcome was expected, as historically, the probation/parole role typically garners more interest compared to other vacancies like the psychiatrist, psychologist, or attorney roles. Ultimately, the Board identified a competitive applicant for the position, and that individual was appointed by the Governor and is due to be confirmed by the Senate in February 2025.

ACTIVITY #2: PROGRESS UPDATE

Original Objective: Develop a comprehensive Executive Director Desk Manual for the Psychiatric Security Review Board (PSRB) that covers essential aspects of the role.

The original objective of developing a comprehensive Executive Director Desk Manual for the Psychiatric Security Review Board (PSRB) was established with the intention of covering essential aspects of the Executive Director (ED) role. This manual is a tool to ensure continuity, facilitate smooth transitions, and help both the current and future EDs navigate their responsibilities.

Progress Summary:

In 2024, substantial progress was made in identifying the core duties of the Executive Director (ED) and organizing them into OneNote. This effort established a solid foundation for the development of the desk manual. While the key responsibilities of the ED have been cataloged, the next step is to delve deeper into each duty and specify the full scope of tasks. The goal is to ensure that each duty is not only identified but also broken down into clear, actionable steps that can guide a future ED in their role. This process will involve a thorough examination of the day-to-day activities, aiming for clarity and precision in documenting what each responsibility entails.

One other challenge that emerged was with the original planned structure of the manual. The approach of categorizing the ED's duties into distinct sections—such as governance, legal compliance, and strategic planning—proved to be too simplistic and the categories themselves were ill-defined. The ED's role is far more dynamic and interconnected than this rigid framework could accommodate. As a result, the duties did not fit neatly into predefined categories, underscoring the need for a more flexible and well-defined approach. Given the interconnected and evolving nature of the ED's responsibilities, the desk manual will be organized to reflect a more fluid structure. This revised approach will allow for greater adaptability and will better capture the complexity of the ED's role, ensuring that tasks and responsibilities are presented in a way that reflects their interdependencies and evolving nature.

A separate, but related area of progress relates to the agency director's participation and graduation in the Leadership Oregon 2024 cohort. This experience has been valuable in supporting the agency's succession planning efforts. The program has provided the director with new insights on leadership, strategic thinking, and organizational development, which will help refine the ED role and strengthen leadership within the agency. The director's participation has also highlighted best practices for talent development, team collaboration, and leading through change. These insights will be applied to further improve the ED desk manual and help better prepare the agency for future leadership transitions. Additionally, the director's growth through this program will strengthen their ability to mentor future leaders and enhance the agency's succession pipeline.

ACTIVITY #3: PROGRESS UPDATE

Original Objective: Review and update position descriptions to ensure accuracy in reflecting current job duties and competencies. Develop more concrete competencies as needed and determine whether additional training or other resources are necessary.

The original goal was to review and update position descriptions across several key roles within the agency, focusing on ensuring they accurately reflect current duties and responsibilities. The key activities included gathering employee feedback on missing or uncompleted duties, discussing job competencies, updating position descriptions, and refining them to align with shifting responsibilities.

Progress Summary:

1. AS-2 Positions Review:

- The review of the **Administrative Support Specialist 2 (AS-2)** positions has been completed. After carefully assessing the current duties, it became clear that with the reduction in administrative responsibilities and a shift in agency priorities, one of the four AS-2 positions will be eliminated. This decision is part of a broader plan to establish two Operations and Policy Analyst 2 (OPA-2) positions, which will help redistribute decision-making duties more evenly across the organization.

2. Paralegal Positions Review:

- Agency management started, but was unable to complete a full review of the **Paralegal** positions by the end of 2024. This is primarily related to the onboarding of a new Deputy Director at the end of 2023 and need for establishing those roles and responsibilities vis a vis the paralegal positions. A deeper dive is still necessary to evaluate how their duties align with the shifting agency needs and to ensure their positions reflect any changes required due to plans for the agency to redistribute operational tasks and decision-making.

3. Executive Support Specialist Review:

- The review of the **Executive Support Specialist** position is still in progress, and we plan to complete this next, alongside the Paralegal review.

ACTIVITY #4:

Objective: Staff Empowerment Program: Develop and implement a structured staff empowerment program with the primary objective of providing employees continual opportunities for growth, enabling them to realize their full potential. This initiative aims to cultivate a collaborative workplace environment conducive to the formation of high-performing teams, thereby contributing to the overall improvement and success of the organization.

The initiative to develop and implement a structured staff empowerment program faced significant challenges during 2024. The original scope of the program was ambitious, requiring a considerable investment of time and resources. One of the major obstacles was the onboarding of a brand-new Deputy Director (at the end of 2023), who had to learn both their own responsibilities and the dynamics of the agency's staff. This was an inherent period of transition, and the Deputy Director's focus on this onboarding process, combined with other competing agency priorities, took up the majority of management's bandwidth. As a result, the full development and execution of the empowerment program did not progress as originally planned.

Notwithstanding this barrier, significant progress related to staff empowerment was made during 2024. The agency successfully launched its first Gallup Employee Engagement Survey, which yielded strong scores, reflecting high levels of staff engagement and satisfaction with their roles and professional relationships with each other and management. Additionally, a successful staff retreat was held in May 2024, providing a valuable opportunity for team-building, goal-setting, and identifying training needs. The retreat proved to be a positive experience, promoting connections among staff members and encouraging the sharing of ideas to create collaborative goals. One notable outcome of the retreat was the creation of an achievement vision board, which highlights individual staff accomplishments on a weekly basis. This initiative not only recognized staff successes that might have otherwise gone unnoticed but also provided a platform for staff to communicate the nuances of their roles. Furthermore, staff were empowered to take ownership of their professional development by seeking out their own training opportunities. This self-driven approach is expected to serve as a strong foundation for future training initiatives, contributing to ongoing personal and professional growth.

While the staff empowerment program did not fully materialize as envisioned in 2024, continuing to develop staff training and empowerment is a critical component of the succession plan. Management recognizes that a more gradual and focused approach will be necessary moving forward. Another factor the agency is considering in this progress update is the new requirement that each agency must develop customer service policy, which is to be completed by March 2025. With that in mind, efforts will be made to scale back and reframe this initiative for 2025, beginning with a smaller, more manageable scope and integrating this policy into our 2025 objectives.

The following activities outline the agency's anticipated goals over the course of 2025.

ACTIVITY #1:

Objective: Strengthen the recruitment of qualified candidates for Board member vacancies by showcasing the significant public service impact these positions have on the citizens of Oregon. Despite compensation and workload challenges, recruitment efforts will focus on emphasizing how Board members contribute to improving outcomes for individuals with mental health challenges, enhancing community safety, and making a meaningful difference in the lives of vulnerable populations. To ensure a more robust and sustainable recruitment strategy, the agency will explore professional assistance from a recruitment strategist to develop innovative approaches, as all available internal resources have been exhausted.

Targeted Completion Date: December 31, 2025

Intermediate Milestones:

- **April 2025:** Procure the services of a professional recruitment strategist who specializes in public sector roles or board recruitment to create a targeted and sustainable recruitment strategy.
- **June 2025:** Develop a comprehensive recruitment plan with the strategist's assistance. The plan will outline targeted strategies, key messaging, outreach channels, and partnerships to emphasize the public service impact of Board member positions.
- **August 2025:** Finalize and approve the recruitment plan, ensuring that all key strategies are aligned with the agency's strategic and DEI objectives for diversifying the applicant pool and engaging with underrepresented groups as well as other agency priorities.
- **September 2025:** Begin the implementation phase, utilizing the recruitment plan to increase outreach efforts, including consideration of leveraging professional networks, social media, and strategic partnerships.

Contingencies:

- **Delays in Procuring a Recruitment Strategist:** If the recruitment strategist is not secured by April 2025, the agency may have to explore temporary partnerships with external organizations or rely on internal staff resources to draft a recruitment plan. This could delay strategy development and recruitment timeline.
- **Limited Impact of the Recruitment Plan:** If the initial plan does not generate sufficient interest or diverse applicants, the agency may need to refine the strategies and explore additional outreach avenues, such as partnerships with mental health organizations, community leaders, or leveraging state government networks.
- **Budget Constraints:** Financial limitations or procurements rules may affect the ability to procure a strategist or implement outreach activities. In this case, the agency will need to adjust the scope of the recruitment plan or prioritize strategies that are more cost-effective.

Metric Targets:

- **Procurement of a Recruitment Strategist:** A recruitment strategist should be engaged by April 2025.
- **Completion of Recruitment Plan:** The recruitment plan, with clearly defined outreach strategies and target metrics, should be finalized and approved by August 2025.
- **Increase in Applicant Volume:** Achieve at least 5 qualified applicants for Board member vacancies. This metric will be measured post-launch of the recruitment plan.

Metric Definitions:

- **Procurement of a Recruitment Strategist:** The engagement of a recruitment strategist will be considered complete when a signed contract is in place, and the strategist begins collaborating with the agency to develop the recruitment plan. The target is April 2025.
- **Completion of Recruitment Plan:** The recruitment plan will be considered finalized when it includes clearly defined outreach strategies, targeted messaging, specific channels (such as social media, professional networks, and partnerships), and measurable goals for increasing the applicant pool. The plan should be approved by August 2025.
- **Increase in Applicant Volume:** The increase in the number of qualified applicants will be measured by the receipt of at least five applications for Board member vacancies following the implementation of the new recruitment plan. It is anticipated that with the successful establishment of the recruitment plan in 2025, future recruitments may not be needed immediately, but the plan will provide a foundation for ongoing, targeted efforts to attract a strong pool of candidates when vacancies arise.

ACTIVITY #2:

Objective: Refine and document the Executive Director's duties by specifying the full scope of responsibilities in enough detail to provide clear, actionable guidance for future EDs. Reorganize the desk manual to reflect a fluid and interconnected approach that accurately mirrors the dynamic nature of the ED's role.

Targeted Completion Date: December 31, 2025 (with additional objectives planned for 2026)

Intermediate Milestones:

- **February 2025:** Complete identification of the ED's work duties. Approximately 60 areas of responsibility have been identified, some of which may be delegated upon the establishment of the OPA-2 positions.
- **March – November 2025:** Aim to clearly define at least two identified areas of responsibility per month, including associated specific duties. The process will involve thorough documentation of each responsibility, including sub-tasks, timelines, and necessary resources.
- **December 2025:** Organize and finalize the completed sections of the manual, ensuring that it is structured in a logical, accessible way that is easily navigable. Ensure that all areas of responsibility are fully detailed and cross-referenced to reflect the

interconnected nature of the ED's role, making it a living document adaptable for future leadership.

- **December 2025:** Review progress and establish objectives for 2026.

Contingencies:

- **Delays in Role Clarification:** Delays in finalizing the ED's full scope of duties or the establishment of the OPA-2 positions may affect the timeline for completing the desk manual. Should this occur, the project timeline may need to be extended, or some tasks may need to be reallocated to other members of the leadership team.
- **Shifting Agency Priorities:** The evolving needs of the agency could require modifications to the ED's responsibilities and, therefore, the content of the desk manual. In the event of significant changes, the desk manual will be updated to reflect these shifts, which may affect the timeline for completion.
- **Workforce Bandwidth:** The workload of the ED may impact the ability to meet deadlines for developing the plan or completing the desk manual.

Metric Targets:

- **Completion of Work Duties Identification:** By February 2025, 100% of the identified duties (approximately 60) should be documented, even if some duties are expected to be reassigned following the establishment of the OPA-2 positions.
- **Definition of Duties:** By November 2025, at least 50% (i.e. 30) of the identified areas of responsibility should be clearly defined, with the goal of completing at least two new sections per month between March and November.
- **Completion and Organization of Desk Manual:** By December 2025, the full desk manual should be organized, with clear sections, cross-referencing, and easily navigable content. Areas that have not yet been completed will include placeholders and new objectives will be established for 2026.

Metric Definitions:

- **Completion of Work Duties Identification:** This metric is currently conceptualized as a list that outlines 100% of the ED's areas of responsibilities. It is anticipated that duties will be able to be categorized by not yet developed categories/sections of the manual.
- **Definition of Duties:** This metric will be evaluated based on the successful completion of documented duties in at least two areas of responsibility per month from March to November 2025. The level of specificity will depend on complexity of the area of responsibility and need for flexibility.
- **Desk Manual Organization and Finalization:** While the manual is considered a living document, this metric will be assessed by reviewing the desk manual's structure and accessibility. The manual should include 100% of the ED's responsibilities by the target date, organized into logical sections, cross-referenced, and easy to navigate, ensuring it is a complete and usable document for future executive leadership.

ACTIVITY #3:

Objective: Develop and successfully fill two Operations and Policy Analyst 2 (OPA 2) positions within the next year to relieve senior leadership of routine operational duties, redistribute administrative responsibilities, and enhance overall operational efficiency across the agency. These roles will be pivotal in overseeing daily program operations, ensuring compliance, coordinating legislative updates, and enabling the Executive Director (ED) and Deputy Director (DD) to focus on strategic initiatives.

Targeted Completion Date: December 31, 2025

Intermediate Milestones:

- **January 2025:** Finalize draft position descriptions for the OPA 2 positions and prepare a justification memo for review by the Department of Administrative Services (DAS) HR Class and Compensation partner.
- **February 2025:** Submit a comprehensive finance plan detailing the establishment of the OPA 2 positions and outlining any necessary reclassification or elimination of existing positions to accommodate the new roles.
- **February 2025:** Post recruitment for the OPA 2 positions and initiate the hiring process.
- **April 2025:** Hire limited-duration OPA 2 positions pending legislative approval.
- **July 1, 2025:** Officially transition the OPA 2 positions from limited-duration to permanent status, following legislative approval.
- **December 2025:** Finalize and implement a working desk manual for both OPA 2 positions, outlining key responsibilities, workflows, and procedures.

Contingencies:

- **Budgetary Constraints:** Potential delays or challenges in securing the necessary budget to fund the OPA 2 positions.
- **Recruitment Delays:** Possible setbacks in the recruitment process due to a limited pool of qualified candidates.
- **Agency Priority Shifts:** Unexpected changes in agency priorities could require the redistribution of responsibilities within the OPA 2 positions, impacting timelines or job functions.

Metric Target:

- Successful recruitment and onboarding of two qualified OPA 2 positions by March 2025.
- A reduction in the number of operational tasks previously assigned to the ED/DD by the end of 2025.
- Completion and implementation of a working desk manual for the OPA 2 positions by December 2025.

Metric Definition:

- **Recruitment Success:** Both OPA 2 positions are filled with qualified candidates by March 2025, ensuring a timely transition and operational continuity.

- **Reduction in ED/DD Daily Involvement:** A 30% decrease in the number of tasks previously handled by the ED/DD as identified in their desk manual, now transferred to the OPA 2 positions. This will be tracked through a comparative review of tasks and their reassignment to the new roles.
- **Desk Manual Completion:** A fully functional desk manual for the OPA 2 positions by December 2025, demonstrating that both roles are well-established, with clear guidance on responsibilities and processes.

ACTIVITY #4:

Objective: Review and update the position descriptions for the AS-2, Paralegal, and ESS-2 roles to clarify responsibilities and ensure alignment with the evolving needs and priorities of the agency. This objective aims to refine these positions to provide a clearer understanding of each role's duties

Targeted Completion Date: December 31, 2025

Intermediate Milestones:

- **March 2025:** Finalize the elimination of one AS-2 position and ensure any gaps are redistributed or resolved.
- **June 2025:** Complete the review of Paralegal positions, refining their descriptions to ensure they are aligned with the agency's current needs and priorities.
- **June 2025:** Finalize the review of Executive Support Specialist positions, ensuring their role supports the agency's shift toward a more distributed operational structure.

Contingencies:

- **Delays in Position Review Completion:** Delays may occur if further adjustments are needed to position responsibilities, especially with the addition of the Deputy Director role or other evolving priorities.
- **Budget or Staffing Constraints:** Budget or staffing limitations could delay the reallocation of duties or the creation of new roles, particularly for the OPA-2 positions.
- **Shifting Agency Priorities:** Emerging agency priorities could impact timelines for completing position reviews and implementing the necessary changes.

Metric Targets:

- **Finalize the Elimination of One AS-2 Position:** Complete the elimination or transition of administrative duties left by the elimination of this position by July 1, 2025.
- **Complete Paralegal and Executive Support Specialist Position Reviews:** Ensure that 100% of Paralegal and ESS-2 position descriptions are reviewed, updated, and aligned with current agency priorities by June 2025.

Metric Definitions:

- **Elimination of AS-2:** This target is completed when the AS-2 is removed from the personal services section of the agency's financials spreadsheet.
- **Completion of Position Description Reviews:** The target is 100% completion of Paralegal and Executive Support Specialist position reviews by June 2025, measured by

the percentage of roles that have undergone thorough review and updates to position descriptions.

ACTIVITY #5:

Objective: Identify and develop specific competencies for the Paralegal positions to better align their roles with the agency's evolving priorities and enhance customer service. This objective aims to ensure that Paralegal roles are clearly defined with the necessary competencies to effectively support the agency's goals and meet customer expectations. The agency will assess customer and stakeholder expectations of Paralegal performance, incorporating their feedback to refine competencies and improve service delivery. The initiative will also evaluate the need for additional training or resources to develop these competencies, ultimately strengthening the Paralegals' capacity to meet their responsibilities.

Targeted Completion Date: December 31, 2025

Intermediate Milestones:

- **January - June 2025:** Survey key customers and stakeholders to understand their expectations of Paralegal performance and identify areas for improvement.
- **July - November 2025:** Utilize the newly established Paralegal position descriptions (see Activity #4) and feedback from surveys to develop a refined competency framework for Paralegals, clearly documenting the skills, knowledge, and abilities required for each role.
- **December 2025:** Develop a customer satisfaction survey based on identified Paralegal competencies to be distributed annually to stakeholders. Identify the stakeholders that will be requested to complete the survey. Prepare an implementation plan for distributing and analyzing survey results to guide continuous improvement.

Contingencies:

- **Customer/Stakeholder Engagement:** Delays or low response rates to surveys from customers and stakeholders may hinder the ability to gather sufficient feedback. To mitigate this, the agency will consider communication channels to encourage participation and ensure a diverse range of feedback is collected.
- **Budget or Staffing Constraints:** Budget or staffing limitations could delay or otherwise impact timelines for developing and distributing surveys and establishing competencies based on the feedback and position review.

Metric Targets:

- **Establish Stakeholder Feedback Survey:** Develop and implement a survey for stakeholders to provide feedback on Paralegal performance and expectations by June 2025.
- **Establish Paralegal Competency Framework:** Finalize and document the competency framework for all Paralegal positions by November 2025, including the necessary skills and customer service competencies.

- **Establish Annual Customer Service Survey:** Design and implement an annual customer satisfaction survey to assess Paralegal performance based on the identified competencies by December 2025.

Metric Definitions:

- **Stakeholder Feedback Survey:** Success will be measured by the development and implementation of a stakeholder survey that collects feedback on Paralegal performance and expectations. The survey should be completed and distributed by June 2025, with a goal of 50% response rate.
- **Paralegal Competency Framework:** Success will be measured by the finalization and documentation of a comprehensive competency framework for all Paralegal positions by November 2025. This framework will identify and define the required skills, knowledge, and customer service competencies for each role.
- **Annual Customer Service Survey:** Success will be measured by the creation and launch of an annual customer satisfaction survey by December 2025. This survey will assess Paralegal performance based on the established competencies and will be distributed to stakeholders to ensure ongoing feedback and improvement. The target is to achieve at least 50% stakeholder response rate.

ACTIVITY #6:

Objective: The agency will develop a structured training plan for a staff empowerment program that integrates its newly established customer service policy. This plan will serve as the foundation for promoting a culture of continuous professional growth while enhancing its commitment to exceptional customer service. By aligning staff development with customer service priorities, the plan will ensure that employees are equipped with the skills, knowledge, and confidence to provide excellent service. The goal is to create a strategic roadmap of training opportunities that will be rolled out in 2026.

Targeted Completion Date: December 31, 2025

Intermediate Milestones:

- **March 2025:** Complete and submit the agency's customer service policy. Begin staff training on the new policy to ensure understanding and integration into daily practices.
- **September 2025:** Develop the framework for the staff empowerment program, including identifying the format (e.g., in-person, virtual, hybrid), training resources (e.g., internal expertise, external trainers), scheduling options, as well as the topics that will be prioritized for implementation in 2026.
- **December 2025:** Present the 2026 program to staff, ensuring the first three months of training are planned for 2026.

Contingencies:

- **Budget Constraints:** Financial limitations may affect the ability to implement staff development opportunities or train staff on the new customer service policy. If budget constraints arise, the agency may need to adjust the scope or seek external funding or partnerships to ensure successful implementation of the training program.

- **Workforce Bandwidth:** The workload of key staff members, particularly management, may impact the ability to meet deadlines for developing the plan or completing the customer service policy. In such cases, timelines will be adjusted as necessary to accommodate staff availability.

Metric Targets:

- **Completion of Customer Service Policy:** Ensure that the customer service policy is finalized and communicated to all staff by March 2025.
- **Completion of Draft Staff Empowerment Program:** Management will establish an outline of the program by September 2025.
- **Introduction of Plan:** Management will present the overview of the program, with the first three months of trainings scheduled in 2026 by December 2025.

Metric Definitions:

- **Completion of Customer Service Policy:** Measured by the submission of the finalized customer service policy due March 2025.
- **Completion of Draft Staff Empowerment Program:** The program will be considered complete when a detailed outline, including training formats, resources, and topics, is drafted by September 2025.
- **Introduction of the Program to Staff:** Success will be measured by the communication of the 2026 program to staff, with the first three months scheduled and ready for rollout in January 2026, by December 2025.

Conclusion |

The PSRB's 2025 Succession Plan is an integral to Initiative 3 of the PSRB's 2024-27 Strategic Plan. To ensure relevance and responsiveness, management aims to review the Succession Plan periodically and provide comprehensive updates at least annually.

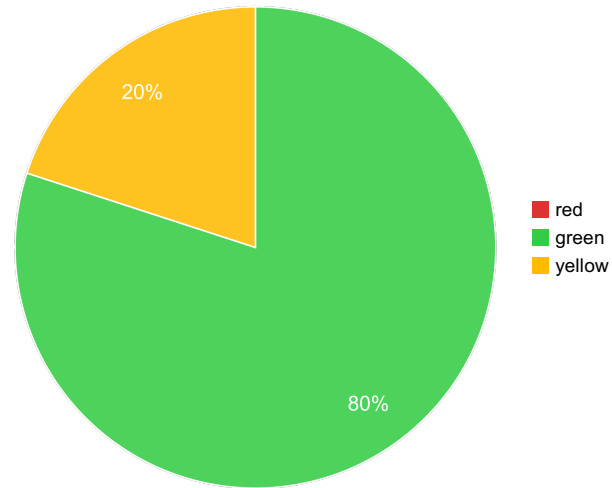
Psychiatric Security Review Board

Annual Performance Progress Report

Reporting Year 2024

Published: 2/18/2025 5:43:00 PM

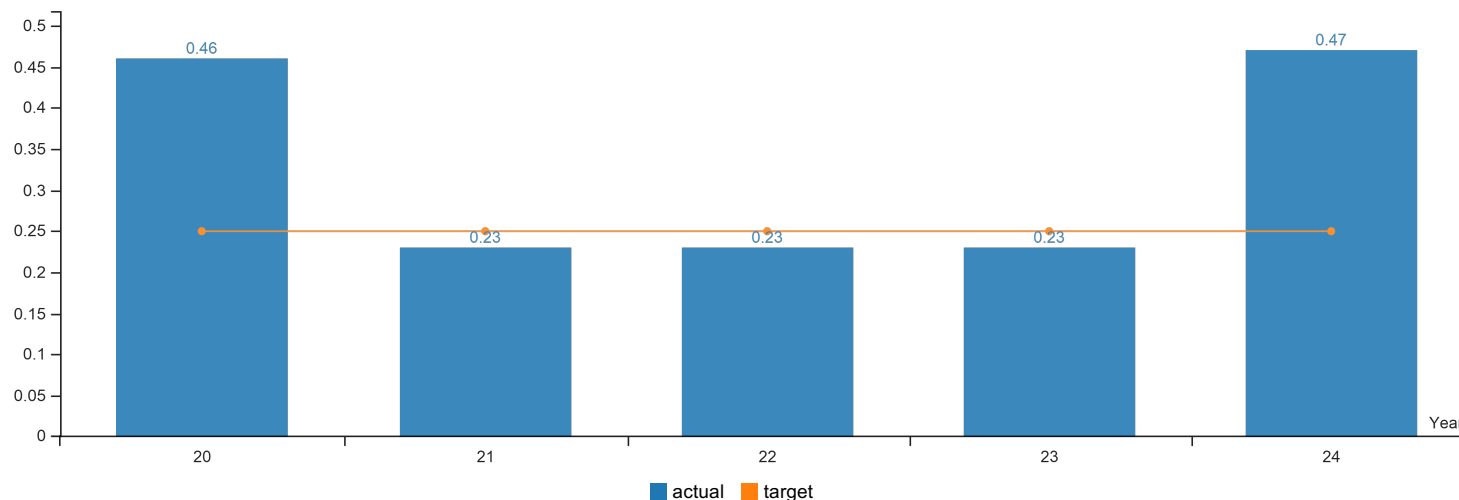
KPM #	Approved Key Performance Measures (KPMs)
1	RECIDIVISM RATE - Percentage of clients on conditional release per year convicted of a new felony or misdemeanor.
2	TIMELINESS OF HEARINGS - Percentage of hearings scheduled within statutory timeframes.
3	MAINTENANCE OF RELEASED CLIENTS - Percentage of conditional releases maintained in community per month.
4	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
5	BEST PRACTICES - Percent of total best practices met by the Board.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	80%	20%	0%

KPM #1	RECIDIVISM RATE - Percentage of clients on conditional release per year convicted of a new felony or misdemeanor.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Adults					
Actual	0.46%	0.23%	0.23%	0.23%	0.47%
Target	0.25%	0.25%	0.25%	0.25%	0.25%

How Are We Doing

The PSRB measures recidivism on an annual basis, using data collected and analyzed in partnership with the methodology of the Oregon Criminal Justice Commission (CJC). As of December 31, 2024, only two clients out of 426 individuals on conditional release were convicted of a new felony or misdemeanor, highlighting the Board's effective management of individuals under its supervision.

The PSRB has been tracking recidivism since 1992, adopting a revised definition in 2019 to enhance accuracy. This updated definition was retroactively applied to data from 2011 to 2019 and annually since, allowing for a comprehensive understanding of recidivism trends. The Board's recidivism rate represents the percentage of individuals under its supervision who are convicted or found Guilty Except for Insanity (GEI) of a new felony or misdemeanor committed within the calendar year. Lower recidivism rates demonstrate the success of the PSRB's conditional release program in maintaining public safety.

To ensure precise measurement, the PSRB relies on both arrest data and the final disposition of cases, which can impact the accuracy of recidivism figures. For instance, an arrest from 2023 may only influence the recidivism rate once it reaches a conviction or GEI adjudication, potentially causing fluctuations in reported rates as cases are resolved.

The PSRB uses two main metrics for reporting recidivism: an annual rate and a cumulative average.

Annual Recidivism Rate: The legislature set a target of 0.25% for recidivism in 2016, following the PSRB's achievement of a 0.22% rate that year. The Board met this target in 2016, 2021, 2022, and 2023. While our goal remains ambitious, aiming for zero recidivism, even a new offense by more than one individual in a given year can result in the legislative target goal not being met. Indeed, in 2024, there were only 2 convictions or misdemeanors of the 426 individuals on conditional release, resulting in a 0.47% recidivism rate. Despite this outcome, the PSRB's annual recidivism rates

remain significantly lower than the typical 20-30% rates reported by the state's Department of Corrections.

Cumulative Recidivism Rate: The cumulative recidivism rate, averaging data from 2011 to 2024, stands at 0.63%. This figure reflects the Board's long-term effectiveness and commitment to safely managing individuals within the community. The cumulative rate, which was confirmed using arrest records provided by CJC, demonstrates the PSRB's consistent and exemplary safety record over more than a decade.

Factors Affecting Results

The Psychiatric Security Review Board's (PSRB) recidivism rate is deeply influenced by its robust partnerships and the effectiveness of its treatment and supervision strategies. Key factors impacting recidivism include:

Collaborative Partnerships and System Integration: The PSRB's success in managing recidivism is significantly shaped by its collaborative relationships with the broader forensic mental health system. This includes close coordination with the Oregon Health Authority (OHA), Department of Human Services (DHS), the Oregon State Hospital (OSH), county and community behavioral health providers, and statewide law enforcement agencies. These partnerships are essential for effective information sharing, coordinated care, and resource allocation, all of which contribute to reducing recidivism.

Effective Treatment and Support: A critical factor in lowering recidivism is the delivery of targeted, evidence-based treatment. While short-term measures like restricted environments and mandated treatments can be effective, the long-term success of managing recidivism hinges on providing evidence-based support that targets criminogenic risk factors and equips clients with essential coping skills necessary to manage their mental health condition(s). This support is vital for individuals transitioning to more independent living situations after their time under PSRB supervision. The PSRB's strategic plan emphasizes improving conditional release programs to ensure they support long-term recovery and reduce recidivism. This includes refining practices to avoid inadvertently reinforcing risk factors and enhancing trauma-informed care that fosters recovery and community integration.

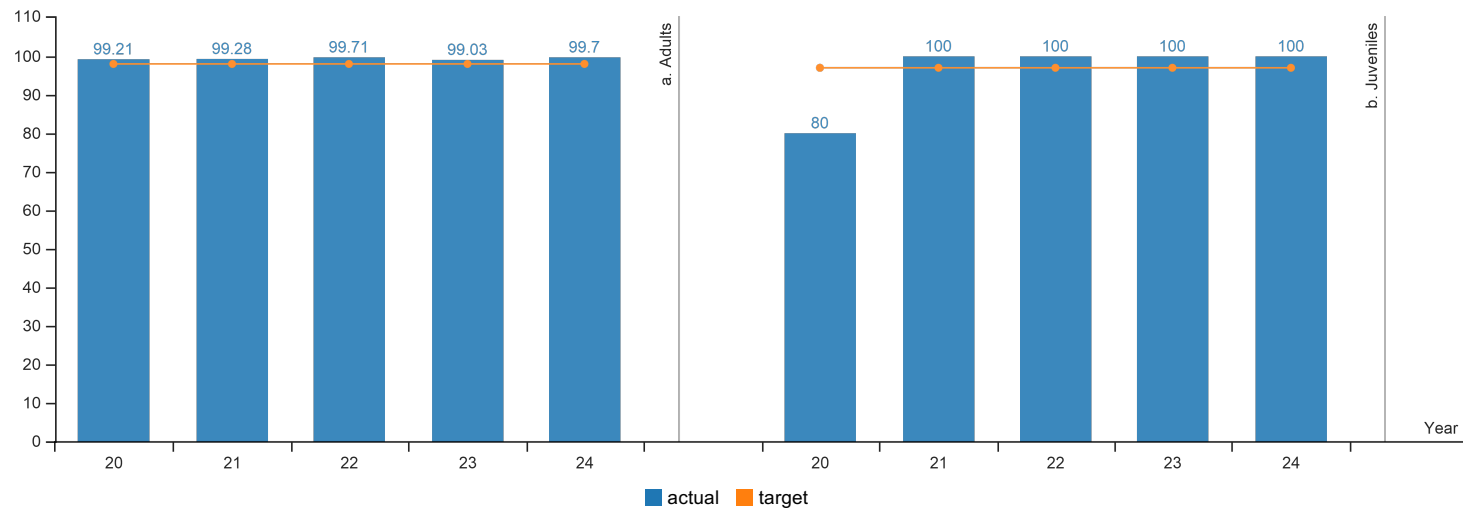
Development and Compliance with Conditional Release Orders: Conditional release plans are central to managing recidivism. The PSRB can only approve community release if a client can be adequately controlled and provided with necessary care and resources. Effective release plans, developed with input from treatment teams and based on comprehensive assessments and client data, play a crucial role in mitigating recidivism risk. The PSRB collaborates with the Oregon Health Authority (OHA), Department of Human Services (DHS), and other stakeholders to train providers and ensure these plans are well-crafted and targeted.

However, the effectiveness of these plans is contingent upon the availability and capability of the workforce responsible for implementing them. Workforce shortages and high turnover among community providers can pose significant barriers. Even the most well-developed conditional release plan may fall short if there are insufficient or inadequately trained staff to execute it. Inadequate staffing can lead to lapses in monitoring, supervision, and the delivery of necessary services, which may undermine the intended outcomes of the release plan.

Ongoing training and support are essential for maintaining the quality and effectiveness of conditional release plans. The PSRB's strategic partnerships are crucial in addressing these workforce challenges by ensuring that providers receive the necessary resources and training to manage their caseloads effectively. Addressing workforce shortages and turnover is therefore integral to the PSRB's efforts to uphold the integrity of conditional release plans and achieve its goal of reducing recidivism while safeguarding public safety.

Proactive and Timely Communication: Each client on conditional release is assigned a case manager responsible for overseeing their adherence to the release plan. Regular progress reports and proactive communication about any safety or compliance issues are essential for timely interventions. The PSRB requires case managers to report monthly and to alert the Board immediately about any significant issues. This proactive approach allows for swift responses, such as increasing services or revoking release, to mitigate recidivism and safeguard public and client safety. The PSRB also leverages the Oregon State Police Department's Law Enforcement Data System (LEDS) for real-time updates on client interactions with law enforcement, further enhancing its ability to respond effectively.

KPM #2	TIMELINESS OF HEARINGS - Percentage of hearings scheduled within statutory timeframes.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2020	2021	2022	2023	2024
a. Adults					
Actual	99.21%	99.28%	99.71%	99.03%	99.70%
Target	98%	98%	98%	98%	98%
b. Juveniles					
Actual	80%	100%	100%	100%	100%
Target	97%	97%	97%	97%	97%

How Are We Doing

The PSRB evaluates the timeliness of its hearings on an annual basis. As of December 31, 2024, the Board successfully scheduled 99.7% of its 330 adult full hearings within the required timeframe. Although administrative hearings are not included in KPM #2 due to the absence of statutory deadlines, the PSRB did review an additional 191 administrative matters in 2024. These are noted here to maintain transparency and reflect the Board's comprehensive hearing activities.

In the 2021-23 biennium, the legislature introduced a statutory timeframe for the initial hearing in cases where individuals are released directly to the community by the Circuit Court. Previously, there was no such requirement for these cases, though a timeframe had long been in place for individuals committed to the Oregon State Hospital under PSRB jurisdiction. Considering due process and public safety, the PSRB advocated for a 90-day limit on scheduling these initial hearings, which was enacted on January 1, 2022. Since this new requirement came into effect, the Board has consistently met this 90-day deadline 100% of the time.

For juvenile cases, the PSRB also demonstrated exemplary performance. As of December 31, 2024, the Board conducted all five scheduled juvenile full hearings on time, maintaining a perfect record. Additionally, one administrative matter was reviewed last year.

Since the end of 2021, the PSRB has continued to hold all hearings remotely, a practice established during the pandemic and formalized by administrative rule. This transition has proven effective, saving significant amounts of time previously spent traveling by Board members, staff, attorneys, witnesses, and other stakeholders who attended in-person hearings, and creating less expense to the Board in reimbursing expenses for some of that travel, while still consistently exceeding its target by scheduling over 98% of hearings within statutory timelines.

Factors Affecting Results

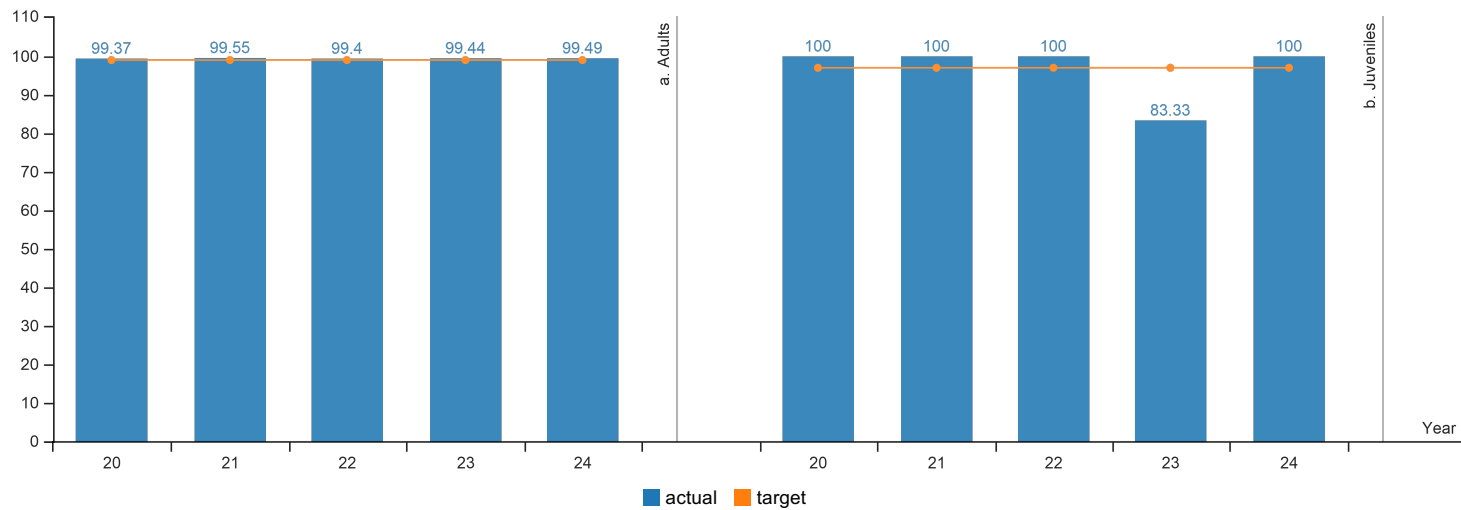
The timing of PSRB hearings is closely linked to the number of individuals under the Board's jurisdiction. While the PSRB can accurately determine the minimum number of two-year and five-year hearings required annually based on its current caseload, additional hearings are necessary in response to provider or client requests (up to every six months), new adjudications (within 90 days), and revoked conditional releases (within 20 days). The Board uses continuances strategically to manage its docket and prioritize hearings mandated by statute.

Funding and technological resources are crucial to maintaining timely hearings. With a team of only 13 full-time employees in 2023, each staff member plays a vital role in ensuring hearings are scheduled promptly. The PSRB anticipates the replacement of its current case management system will result in automated scheduling, enhanced communication, and generation of dashboards that will streamline several processes, enhancing efficiency. Conversely, reductions in staff without corresponding technological upgrades could severely impact the Board's ability to conduct hearings on schedule.

Witness and attorney availability also influence hearing timeliness. The PSRB coordinates witness schedules—a task typically managed by attorneys in other court settings—using a process that involves numerous phone calls and emails. The absence of dedicated docketing software further complicates this coordination. Consequently, any reduction in staffing could significantly hinder the Board's ability to maintain timely hearings.

For the juvenile panel, the availability of Board members is a critical factor. Given the small number of clients, the unavailability of even one Board member on a potential hearing day can create scheduling challenges, impacting the overall timeliness of hearings.

KPM #3	MAINTENANCE OF RELEASED CLIENTS - Percentage of conditional releases maintained in community per month.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2020	2021	2022	2023	2024
a. Adults					
Actual	99.37%	99.55%	99.40%	99.44%	99.49%
Target	99%	99%	99%	99%	99%
b. Juveniles					
Actual	100%	100%	100%	83.33%	100%
Target	97%	97%	97%	97%	97%

How Are We Doing

The PSRB has consistently excelled in maintaining individuals on conditional release, achieving a minimum maintenance rate of 99% since at least 2010. As of December 31, 2024, the Board maintained an average of 341 adult clients on conditional release each month, with a remarkable maintenance rate of 99.49% for 2024. This performance not only met but exceeded the target goal of 99%, reflecting the Board's exceptional commitment to ensuring stability for clients under its supervision.

In 2023, the PSRB managed four juvenile clients, three of whom were on conditional release. One juvenile client experienced a temporary revocation, which occurred not due to risk of dangerousness, but rather due to the permanent closure of the placement in which he resided. Other complications due to the lack of community resources prevented this youth from being placed at a different home. While the revocation was necessary, the youth was conditionally released within six months when another appropriate placement was identified. In 2024, PSRB continued jurisdiction over the same four youth, adding a fifth in December. The three juvenile clients on conditional release in January 2024, successfully remained in the community for the entire year, demonstrating the Board's continued success in managing juvenile clients effectively.

Revocations, though occasionally necessary to ensure public safety, are approached with careful consideration. The PSRB proactively collaborates with community treatment providers to anticipate potential issues and intervene in a timely manner. The Board strives to stabilize clients in the least restrictive setting possible, balancing the need for public safety with the goal of maintaining successful conditional releases. In 2024, despite an estimated 300 serious incidents, only 21 individuals were revoked from conditional release and returned to the Oregon State Hospital, further underscoring the Board's effectiveness in managing risk and maintaining public safety.

Factors Affecting Results

The PSRB's ability to safely and effectively maintain clients on conditional release is influenced by factors closely related to those affecting recidivism: robust partnerships and the availability of community resources.

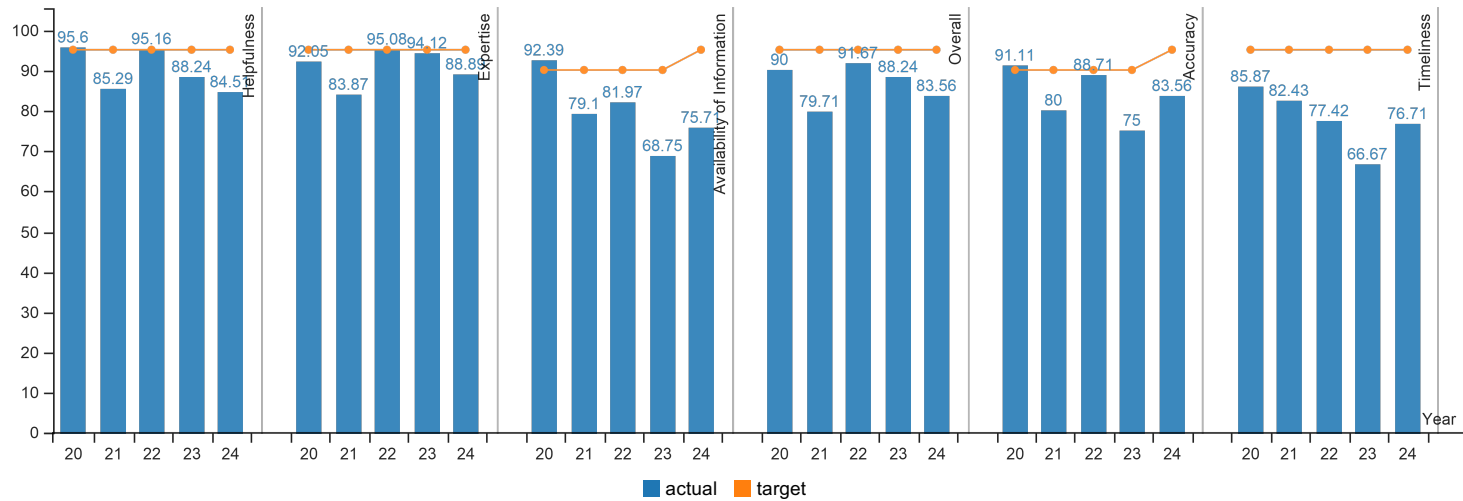
Partnerships and Collaboration: Effective conditional release management relies heavily on the collaborative efforts between the PSRB, Oregon State Hospital (OSH), and community providers. The PSRB approves conditional release only when it is confident that the client can be safely managed within the community. This confidence is built through a comprehensive review process, including full hearings where OSH and community treatment providers present evidence about the client's conditional release plan. This plan is developed through a rigorous five-layer review process involving OSH's assessment of each client's risk for recidivism, relapse, and psychiatric decompensation. Access to adequate training and resources is critical for OSH to accurately evaluate these risks and recommend appropriate levels of monitoring, supervision, and treatment, which community providers then implement. Any reduction in the PSRB's ability to obtain accurate information from partners or a decline in the training and resources available to these partners could undermine the effectiveness of conditional release plans and hinder the detection of early signs of decompensation, thereby negatively impacting the maintenance of clients on conditional release.

Community Resources: The availability and adequacy of community resources play a crucial role in maintaining the safety and effectiveness of conditional releases. For example, when a client experiences a significant change in psychiatric stability, access to local hospitals, crisis stabilization centers, and other respite placements is essential for managing these changes without resorting to revocation to OSH. Similarly, early detection of decompensation by providers allows for timely intervention, such as stepping up to a higher level of care like a residential treatment home, rather than revocation. The availability of specific treatment modalities and supports, such as substance abuse treatment or medical care, is also critical. When community mental health and housing resources are fully funded and accessible, the PSRB can effectively use these options to avoid unnecessary revocations and preserve state hospital resources for those in acute need. Conversely, a reduction in these community resources would limit the options available for managing clients, potentially leading to an increased number of revocations due to a lack of suitable alternatives. More robust community resources could have mitigated some past revocations by providing timely and appropriate support to clients in need.

Workforce Capacity: Workforce shortages are a significant challenge in maintaining clients on conditional release. The PSRB's ability to oversee and manage conditional release plans effectively depends on having a sufficient number of skilled, internal staff members. When staff levels are inadequate, it becomes more challenging to conduct thorough reviews, ensure compliance with treatment protocols, and respond promptly to emerging issues. Moreover, the effectiveness of conditional release management hinges on the availability of qualified community providers to deliver monitoring, supervision, and treatment services in accordance with the conditional release plan. High turnover among community providers can undermine the consistency and quality of these services. The PSRB collaborates with the Oregon Health Authority (OHA) and the Department of Human Services (DHS) to provide ongoing training and support for providers, but workforce shortages and gaps in training can impact the efficacy of conditional release plans. Reductions in staff or insufficient training resources may compromise the ability to enforce release conditions and address emerging issues promptly.

Administrative Rules: Changes in residential licensing and prioritization administrative rules significantly affect the PSRB's ability to order individuals experiencing a mental health crisis to higher levels of care. The PSRB has been informed that the Oregon Health Authority (OHA) has recently updated administrative rules, now prioritizing placements at secure and non-secure residential treatment facilities to individuals being released from the Oregon State Hospital (OSH). These rule changes appear to be related to federal litigation meant to increase admissions and expedite discharges from OSH. Unfortunately, the unintended consequence of these rule changes is that individuals under PSRB supervision on conditional release may be required to be revoked to OSH if they need residential-level care, unless a variance is granted. This creates a barrier to achieving least restrictive interventions, as the need for a higher level of care would otherwise necessitate a revocation, undermining efforts to maintain individuals in the community.

KPM #4	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2020	2021	2022	2023	2024
Helpfulness					
Actual	95.60%	85.29%	95.16%	88.24%	84.51%
Target	95%	95%	95%	95%	95%
Expertise					
Actual	92.05%	83.87%	95.08%	94.12%	88.89%
Target	95%	95%	95%	95%	95%
Availability of Information					
Actual	92.39%	79.10%	81.97%	68.75%	75.71%
Target	90%	90%	90%	90%	95%
Overall					
Actual	90%	79.71%	91.67%	88.24%	83.56%
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	91.11%	80%	88.71%	75%	83.56%
Target	90%	90%	90%	90%	95%
Timeliness					
Actual	85.87%	82.43%	77.42%	66.67%	76.71%
Target	95%	95%	95%	95%	95%

The PSRB adopted the standardized customer service survey questions required for State agencies at their inception in 2004. While customer service scores have generally been positive, it was recognized around 2018 that response rates, particularly from clients, were low. In response, the PSRB revised its approach in 2019 to include customer service surveys with every Board order, rather than only distributing them twice a year.

Despite this enhanced dissemination strategy, the PSRB continued to encounter significant challenges with survey response rates over the years. In 2024, only 37 surveys were completed out of over 600 orders distributed to well over a thousand recipients. For the past several years, the survey has also been distributed to community and hospital treatment providers during the PSRB's annual forensic conference. From the 2024 conference, an additional 38 surveys were returned, for a total of 75 responses.

The survey uses a Likert scale providing respondents the following options on its six measures: Excellent, Good, Fair, Poor, and I Don't Know. Calculations are made by tallying "positive responses" as defined by a response of Good or Excellent.

While the overall customer service scores suggest areas for improvement, the PSRB believes these scores do not fully reflect the high-quality service the agency strives to provide. In 2024, the PSRB added a category of affiliation to its customer service survey, allowing the agency to examine respondents based on two main groups for a more meaningful analysis:

- Frequent Contacts (n=43): Attorney, Case Manager, and OSH Staff
- Infrequent Contacts (n=23): Clients and Victims

(Note: Responses from the "Other" category were excluded from the calculations but are included in the overall totals.)

Results from Frequent Contacts were overwhelmingly positive and reflect a high level of satisfaction among those who frequently work with the Board and its staff:

- Helpfulness of Employees, 93.02%
- Knowledge and Expertise of Employees, 97.67%
- Availability of Information, 92.86%
- Overall Quality of Services Provided, 95.35%
- Provide Services Correctly the First Time (Accuracy), 95.24%
- Timeliness of Services, 85.71%

Results from Infrequent Contacts gave notably lower scores across all categories, suggesting they have a different experience with the PSRB, particularly related to concerns around the availability of information and the timeliness of services were notably lower in all categories:

- Helpfulness of Employees, 65.00%
- Knowledge and Expertise of Employees, 70.00%
- Availability of Information, 47.37%
- Overall Quality of Services Provided, 66.67%
- Provide Services Correctly the First Time (Accuracy), 68.18%
- Timeliness of Services, 63.64%

While the overall results indicate there are some challenges in customer service, particularly with individuals who have infrequent contact with the PSRB, the agency's scores from those who work closely with the Board highlight a strong record of customer satisfaction. The PSRB recognizes the need to address the disparities in these perceptions and is committed to improving the service experience for all stakeholders, especially those with less frequent interactions. In the next section, we provide hypotheses and future directions on how to move this initiative forward.

Factors Affecting Results

Survey Limitations & Nature of PSRB Services: Using a single survey tool to gauge satisfaction across a variety of customer personas—such as case managers, victims, and clients—has proven challenging. For victims and clients, interactions with the PSRB primarily occur through contested hearings. Dissatisfaction with the decisions from these hearings can skew satisfaction scores, as feedback may be more reflective of the outcome than the quality of service provided. Moreover, victims and clients' connection with PSRB is often indirect and involves intermediaries, such as legal representatives, treatment providers, and advocates, who directly interact with victims and clients. As a result, PSRB satisfaction levels may be influenced more by the quality of service provided by these intermediaries than by the PSRB itself. This dynamic complicates the PSRB's ability to gauge satisfaction with its direct service, as issues experienced with intermediaries might skew perceptions of the PSRB's overall service quality.

Survey Timing: Surveys are distributed immediately after contested hearings and Board decisions, potentially leading to feedback focused on the outcome of the hearing rather than PSRB services.

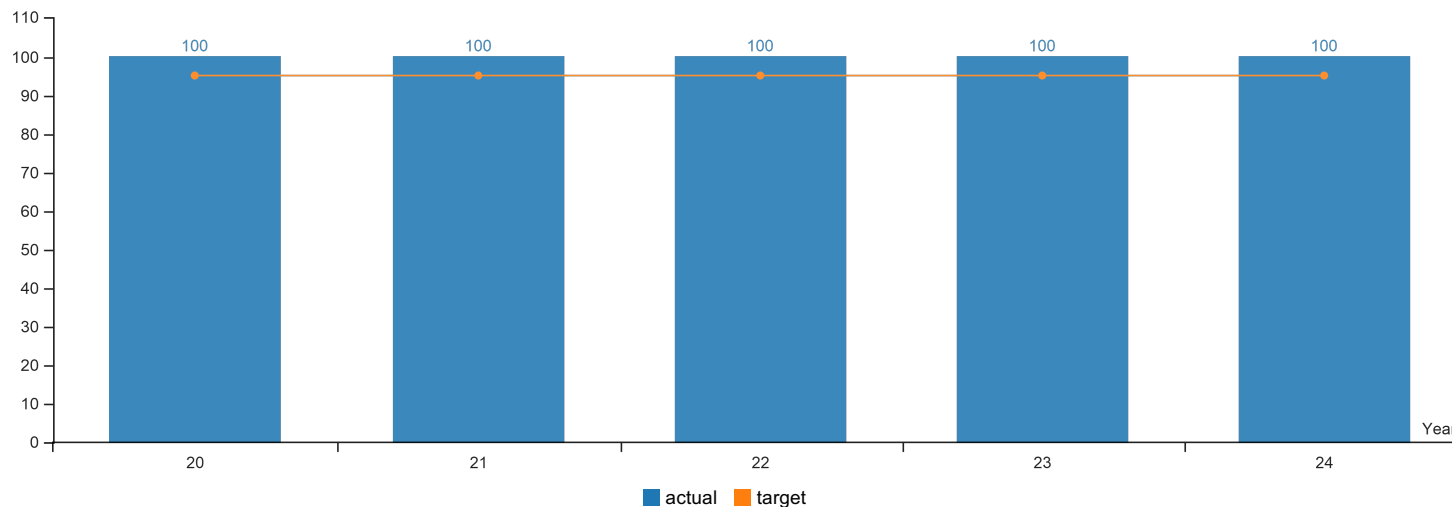
This timing issue may skew results towards dissatisfaction with decisions rather than the overall quality of the service provided.

Opportunities for Responses: Historically, the PSRB has relied on its annual Forensic Conference as a key opportunity to distribute our customer service survey to treatment providers. This event has typically been a significant source of survey responses, with previous conferences drawing approximately 80-100 participants. However, in 2024, the Oregon Health Authority (OHA), which has traditionally funded the conference, made the decision to cut its funding. As a result, the conference was replaced with an online training format, which significantly reduced attendance. This shift led to a decrease in the number of survey responses, as only 40 individuals attended the online webinar this year compared to past in-person conferences with larger participation.

Future Directions: To address these issues, the PSRB is committed to refining its survey methodology as outlined in its Strategic Plan. Under the leadership of the Executive Director, a customer service improvement project was initiated in June 2024 with an anticipated roll out in 2025 pending agency priorities. This project aims to develop a more targeted survey approach, specifically for clients that is better tailored to their specific needs and services. The goal is modified survey questions that will better inform the PSRB and provide more actionable insights for improving our services.

KPM #5	BEST PRACTICES - Percent of total best practices met by the Board.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percentage of Best Practices Met					
Actual	100%	100%	100%	100%	100%
Target	95%	95%	95%	95%	95%

How Are We Doing

The Psychiatric Security Review Board (PSRB) consistently evaluates its adherence to best practices in the first quarter of each calendar year, reviewing performance from the previous year. For 2024, the Board confirmed that it met all 15 surveyed categories 100% of the time.

Factors Affecting Results

The PSRB's consistent adherence to best practices is supported by robust communication and a commitment to transparency. The executive and deputy directors play a crucial role in keeping Board members informed about significant matters, including the agency's adherence to best practices. This open communication is vital, as many Board members are professionals with full-time responsibilities outside the Board. They rely on reports and quarterly administrative meetings to stay informed about staff accomplishments and best practice methods.

Regular consulting between the executive director and the Board Chair further reinforces the Board's commitment to best practices. However, potential challenges include Board member transitions at the end of terms. New members often face a steep learning curve. To address this, the PSRB provides targeted training, information, and updates to both new and returning Board members prior to the best practices survey. The executive director's updates are tailored to support new members in their roles and ensure they are well-informed about the agency's practices and expectations. This approach helps mitigate knowledge gaps and maintains the Board's high standards of performance.

SPECIAL REPORTS

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Psychiatric Security Review Board

2025-2027 AFFIRMATIVE ACTION PLAN

Alison Bort, J.D., PhD / Executive Director
PSRB | 6400 SE Lake Rd, PORTLAND, OR 97222 | 503-229-5596

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AGENCY DESCRIPTION

Mission & Values

The Psychiatric Security Review Board’s mission is to protect the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims’ interest, and person-centered care.

The PSRB’s values are rooted in our legislative mandate to protect the public. We achieve maximum levels of public safety through our four core values:

Due Process

Observing individuals’ legal rights and adhering to principles of procedural fairness.

Research

Decision making and organizational practices driven and influenced by the best available data.

Recovery

Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.¹

Partnership

Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

Please visit the PSRB’s website to view our [2024-2027 Strategic Plan](#), including our vision and objectives for the next three years.

PSRB Overview

History & Functioning of the PSRB

The Psychiatric Security Review Board was originally established in 1977 to supervise those individuals who successfully asserted Oregon’s insanity defense (known today as Guilty Except for Insanity or GEI) to a criminal charge. Recognizing that individuals diagnosed with a persistent mental illness have achievable, rehabilitative needs and should be treated differently from convicted defendants, Oregon invested in a robust mental health system specifically designed

¹ PSRB endorses the Substance Abuse and Mental Health Administration’s (SAMHSA) definition of recovery.

for this population. With public safety and rehabilitation driving its mission, the Board, in partnership with a variety of stakeholders, has an exceptional record of supporting client recovery while maintaining community safety.

With a demonstrable public safety record, the legislature has expanded the Board's responsibilities over the past several decades. In 2007, the legislature created a juvenile panel within the PSRB to monitor youth found responsible except for insanity (REI) of an offense.

The 2009 legislature again expanded the Board's duties; adding a firearms restoration program for those previously barred from purchasing or possessing a firearm due to a mental health determination. The Board holds hearings for individuals in this situation to determine whether to restore their state and federal gun rights.

As of 2013, the Board's legislatively-mandated duties include supervising and monitoring civil commitment of those individuals found to be extremely dangerous due to a persistent mental illness that is resistant to treatment. In addition, that same year, the legislature mandated that the Board assign risk ratings to its GEI clients who are required to register as sex offenders.

Pursuant to this new responsibility, the Board created a procedure to allow eligible clients to apply either for reclassification to a lower level, or to relief from the sex offender registration process, depending on their circumstances. The reclassification/relief hearings process has been in place since January 2019.

By statute, the Board's 10 members are appointed by the governor and confirmed by the senate for a four-year term. The adult PSRB panel consists of a psychiatrist and a psychologist experienced in the criminal justice system, an experienced parole and probation officer, an attorney experienced in criminal trial practice, and a member of the public. Similarly, the juvenile PSRB Panel is comprised of a child psychiatrist, child psychologist, an attorney experienced in juvenile law, a juvenile parole or probation officer, and a member of the public. Each panel elects a chair, who serves a one-year, renewable term.

The Board's support and agency operations staff consists of an executive director, deputy director, three paralegals, four administrative assistants, a research analyst, an office specialist, and an executive assistant. The executive director oversees the agency's overall operations, including monitoring PSRB's conditional release clients, preparing Board affidavits and orders from hearings and for revocations of conditional release. In addition, the executive director prepares and presents the budget and other matters before the legislature, and serves as agency spokesperson, maintaining a collaborative partnership with multiple agencies within Oregon's forensic mental health system and beyond.

National Acclaim

The Psychiatric Security Review Board has been the focus of international attention and study. An NBC white paper on "Crime and Insanity," shown on television in April 1983, focused on Oregon as a model system. In addition, the December 1983 American Psychiatric Association

statement on the insanity defense in recommends the model system presently in operation in the State of Oregon under the aegis of the Psychiatric Security Review Board. The APA was impressed that:

Confinement and release decisions for acquittals are made by an experienced body that is not naive about the nature of violent behavior committed by mental clients and that allows a quasi-criminal approach for managing such persons. Psychiatrists participate in the work of the Oregon Board, but they do not have primary responsibility. The Association believes that this is as it should be since the decision to confine and release persons who have done violence to society involves more than psychiatric considerations. The interest of society, the interest of the criminal justice system and the interest of those who have been or might be victimized by violence must also be addressed in confinement and release decisions.

A report of the National Commission on the Insanity Defense issued in March 1983 and entitled "Myths and Realities", sponsored by the National Mental Health Association, recommends the adoption of a special statute to address the disposition of the acquitted after a finding of not responsible by reason of insanity of a violent crime. In that report, the National Commission also discusses the Oregon code creating the Psychiatric Security Review Board.

In 1989 the National Alliance for the Mentally Ill set goals and priorities which included passing statutes that provide improved systems for insanity acquitees, citing the Oregon Psychiatric Security Review Board as a model for such a statute.

In 1994, the Psychiatric Security Review Board was named the APA's Hospital and Community Psychiatry's Gold Achievement Award winner. The award was given in recognition of the program's commitment to improved integration of mental health services within the criminal justice system and its responsibility to individual, community, and societal values.

Oregon remains one of the states currently in the forefront of legal process in this area. Connecticut is the only other state with a similar agency, having adopted the Oregon model years ago. Most recently, in 2010, Washington state created and enacted a version of this model. Other states, including Florida, Kentucky, Michigan, New Hampshire, California, and South Carolina have expressed an interest in this successful approach.

The insanity defense population will continue to be a part of our society. Oregon chose to create the Psychiatric Security Review Board, offering a specialized, multidisciplinary method of decision-making. By statute, the Board's primary concern is the protection of society. The system works well because of the Board's ability to respond quickly to community emergencies and the system's ability to balance the public's concern for safety, the treatment of persons in the community, and the rights of the clients.

There have been several articles and books written and research studies performed on the insanity acquittee population. Please visit our [website](#) for a snapshot of publications on this

topic.

Adult Panel

Guilty Except for Insanity

When an adult commits a felony and is found by the courts to be Guilty Except for Insanity (GEI), the judge places the individual under Oregon Psychiatric Security Review Board (PSRB) jurisdiction. Typically, courts place these individuals under the Board's jurisdiction for the maximum period they could have received had they been found guilty of the offense. When an individual successfully pleads GEI, sentencing guidelines do not apply.

The Psychiatric Security Review Board's statutory functions are to protect the public by:

1. Accepting jurisdiction over Guilty Except for Insanity clients.
2. Balancing the public's concern for safety with clients' rights.
3. Conducting hearings, making findings, and issuing orders.
4. Monitoring the progress of each client under its jurisdiction.
5. Revoking conditional release, when necessary, if clients violate their conditional release terms.
6. Maintaining up-to-date histories on all clients.

The Board carries out these functions by conducting hearings and monitoring clients on conditional release. In making decisions, the Board's primary concern is the protection of the public.

While under the Board's jurisdiction, an adult can be committed to the Oregon State Hospital or conditionally released to a lower level of care, ranging from secure residential treatment facilities to independent living. Most clients placed under the PSRB under a GEI plea begin their PSRB term at Oregon State Hospital, with the goal of conditional release as they progress through treatment. The Board determines the appropriate type of facility based on clinical and risk assessments, including the level of treatment, care and supervision required by the client. The Board grants conditional release to clients once it determines that he or she can be adequately controlled with supervision and treatment in the community and that the necessary supervision and treatment are available.

The Board assesses readiness for conditional release planning by:

1. Reviewing exhibit files, which contain reports and evaluations by the client's providers of various disciplines.
2. Listening to witness testimony, including cross examination when the Board needs additional information.
3. Cross examining witnesses to obtain additional information.

4. Considering the risk to society that the client may pose if returned to the community, using:
 - a. Clinical judgment of professional staff;
 - b. Results of psychological testing and risk assessments;
 - c. Recommendations of the Oregon State Hospital's Risk Review Panel; and
 - d. The availability of resources in the community to compensate for any residual risk.

When release is appropriate and the Board approves a verified plan, the Board orders the client released from the state hospital subject to the Board's specific conditions. An overview of these conditions includes:

1. An appropriate housing situation;
2. Mental health treatment and supervision;
3. The designation of a person who agrees to report on a monthly basis to the Board concerning the released person's progress and who also agrees to notify the Board's director immediately of any violations of the release conditions; and
4. Any other special conditions deemed appropriate and/or necessary such as abstaining from alcohol and drugs or submitting to random drug screen tests.

Strong evidence of Board's effective decision-making lies in clients' ability to succeed while on supervised conditional release: in 2019, more than 99% of PSRB's conditional release clients remained in the community on a monthly basis. In accordance with ORS 161.336, a change in mental health status causing a client to pose a risk of substantial danger to others or a violation of the terms of conditional release may result in immediate revocation of the conditional release and return to Oregon State Hospital. Though typically, treatment team members intervene at the earliest stages possible to mitigate risk and create safety plans to avoid a revocation if possible, there are times when revocations are still necessary, the grounds for which include:

1. Violation of conditional release plan terms.
2. A significant change in mental health status.
3. Absconding from supervision.
4. Loss of the availability of appropriate community resources

Civil Commitments

All individuals charged with a crime have the constitutional right to assist in their own defense. If a court believes a mental disability may prevent someone from assisting in their own defense, the court suspends the criminal case and orders an evaluation to determine whether the person is competent under ORS 161.370. If the court finds that the person is not competent to aid and

assist in their own defense, it also determines whether they need treatment to restore competency. In some cases, a court may find, in light of an evaluation conducted under ORS 161.370, that there is no substantial probability that the defendant will gain or regain the capacity to stand trial in the foreseeable future.

In response to this finding, a court or district attorney may dismiss the charges and/or initiate commitment proceedings. Oregon Revised Statute 426.701—known as a PSRB Civil Commitment—is available when there is reason to believe that a person is extremely dangerous due to a qualifying mental disorder that is also resistant to treatment. Such a finding requires the judge to appoint a qualified examiner to evaluate the individual. Commitment under this statute is for two years, and the individual remains under PSRB jurisdiction for the entire commitment period. The individual may be recommitted indefinitely, in two-year intervals, if the court finds each time that he or she continues to meet jurisdictional criteria. As with the GEI population, Conditional Release is permitted under the Civil Commitment program.

In some limited circumstances, a district attorney may initiate a PSRB Civil Commitment in cases in which the individual's GEI or prison sentence is coming to an end, but there is evidence supporting the necessary criteria under this statute.

[Gun Relief Program](#)

The Oregon legislature established the PSRB's Gun Relief program as a direct result of the investigation arising from the Virginia Tech tragedy, which revealed that most states, including Oregon, were not sending the names of people barred from purchasing firearms to the federal National Instant Criminal Background Check System (NICS) database. All federally licensed firearm dealers and law enforcement agencies use NICS to conduct background checks when individuals apply to purchase firearms.

Congress passed legislation requiring states to provide those names for inclusion in the federal database or risk losing some federal criminal justice grant funding. To address various concerns, Congress included a provision requiring states to establish "relief" programs whereby individuals previously barred from purchasing or possessing firearms could petition to have that right restored and their names removed from the NICS database.

As a result, the 2009 Oregon Legislature enacted HB 2853 (amending portions of ORS Chapter 166) which, in part, directed the Oregon State Police to submit the names of firearm-disqualified individuals to the NICS database. The bill also directed the Psychiatric Security Review Board to conduct relief hearings, given the mental health expertise of its Board members. The Board only hears relief petitions from individuals barred from purchasing or possessing a firearm due to an Oregon mental health determination. Relevant mental health determinations include civil commits, persons found guilty except for insanity (GEI), and persons who were found unable to aid and assist in a criminal proceeding.

Persons who previously received judicial relief under ORS 166.274 remain barred from

possessing a firearm under federal law. However, the PSRB's relief program is certified by the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); federal law gives the PSRB the authority to lift a federal mental health prohibitor.

[Sex Offender Reclassification and Relief Program](#)

In 2013, the Oregon legislature established PSRB's Sex Offender Classification/Reclassification/Relief program. The early phase of this program required the Board classify all adults under its jurisdiction who: 1) have successfully asserted the Guilty Except for Insanity defense (GEI); and 2) are required to register as sex offenders. Beginning in January 2019, the agency launched a reclassification and relief program to allow those persons whose sex offense was also their GEI offense the opportunity to be reclassified or relieved from their sex offender registration requirement.

Youths convicted or found Responsible Except for Insanity (REI) of a sex crime do not register as sex offenders while under PSRB or Oregon Youth Authority supervision; the juvenile court determines their registration obligation. The PSRB notifies the juvenile court six months prior to a youth's pending end of jurisdiction or—when a youth's PSRB hearing results in early discharge from Board jurisdiction—no later than three days following the hearing. At that point, the court sets a hearing, at which it determines whether to require the youth to register as a sex offender or to grant relief from the registration requirement. The PSRB notifies the parties' attorneys and the youth's treatment team of the hearing once it becomes aware.

[Juvenile Panel](#)

[Responsible Except for Insanity](#)

When the court finds a youth courts Responsible Except for Insanity (REI) of an offense, the judge places the individual under Psychiatric Security Review Board (PSRB) jurisdiction if the court finds that:

1. The juvenile has a serious mental condition (defined as major depression, bipolar disorder or psychotic disorder); or
2. The young person has a qualifying mental disorder other than a serious mental condition and represents a substantial danger to others, requiring conditional release or commitment to a hospital or facility.

Individuals found REI are placed under Board jurisdiction for the maximum sentence they could have received if found guilty of the crime. As with the adult panel, sentencing guidelines do not apply.

With respect to juvenile clients, the Psychiatric Security Review Board's statutory functions protect the public because the Board:

1. Accepts jurisdiction over REI clients.

2. Balances the public's concern for safety with the client's rights.
3. Conducts hearings, makes findings, and issues orders.
4. Monitors each client's progress while the client is under its jurisdiction.
5. Revokes conditional release, as necessary, if the client violates his or her terms.
6. Maintains up-to-date histories on all clients.

While under Board jurisdiction, youth can be committed to the Secure Adolescent Intensive Program (SAIP) for those with a mental illness or Secure Children's In-client Treatment Program (ITP) for those with developmental disabilities. When juvenile clients turn 18 years old, they are transferred from SAIP/ITP to the Oregon State Hospital for care and treatment if the Board determines they need hospital level of care. Individuals can also be conditionally released and placed at a variety of lower levels of care, ranging from residential treatment facilities to independent living. The Board determines the appropriate type of facility based on both clinical and risk assessments, including the level of treatment, care and supervision required by the client. The Board places clients on conditional release once it determines that he or she can be adequately controlled with supervision and treatment in the community and that the necessary supervision and treatment are available.

The Juvenile panel uses the same methods as the Adult panel to assess clients' readiness for conditional release planning. Conditions of release and grounds for revocation also are substantially similar to those used for the Board's adult clients.

Key Diversity & Inclusion Personnel

Executive Director

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AFFIRMATIVE ACTION PLAN

Affirmative Action Plan Implementation Roles

The agency is committed to using Affirmative Action and equity precepts to enhance the agency's diversity, with respect to staff and the Board itself. The agency will continue its implementation of the Affirmative Action Plan by recognizing potential bias individually and within the process by utilizing persons outside of the agency and other subject matter experts in fields related to the positions the agency is hiring for and encouraging continued learning in order to help reduce bias and discrimination in the hiring process, as well as enhancing employment opportunities for applicants who do not originate from the dominant culture.

Executive Director

The Board entrusts and delegates to the executive director the responsibility for implementing and adhering to the affirmative action and equity goals to which the Board is committed.

The executive director meets with the Psychiatric Security Review Board's chair at least once per month, and with the full Board on no less than a quarterly basis. The full Board—which reports to the governor—conducts the executive director's annual performance appraisal, which includes a section on diversity and equity principles. The Board holds the executive director responsible for enhancing the agency's diversity and for pursuing a fair and equitable workplace that appreciates those of all races, genders, and gender expressions, physical or psychological disability, and veterans' status. In turn, the executive director expects the deputy director to support and enhance diversity, equity, and affirmative action principles in all aspects of his work.

The executive director has overall responsibility for complying with policy and achieving the Affirmative Action goals to which the Board is committed. They also monitor agency progress toward the inclusion goals and objectives in the [PSRB's Strategic Plan](#). In addition, the executive director ensures compliance with applicable federal and state laws, rules, regulations, and executive orders.

As mentioned above, and consistent with [ORS 659A.012\(1\)](#), the executive director's annual performance evaluation includes evaluation of their effectiveness in achieving affirmative action objectives as a key consideration of her performance.

Management Staff

The executive director and the deputy director are responsible for expanding the Board's reach into communities outside the traditional places the Board has looked for new employees in the

past. These positions are also responsible for equitable treatment of all staff and Board members and for providing a safe work environment for staff. Such an environment includes the psychological safety produced by a respectful workplace. In compliance with [ORS 659A.012\(1\)](#), the deputy director's quarterly check-ins include evaluations of their effectiveness in achieving affirmative action objectives as a key consideration of her performance. The deputy director serves as the affirmative action officer and is responsible for:

- Developing and communicating agency policies and procedures related to AA/EEO, equity, diversity, and inclusion, and for preparing and disseminating affirmative action information.
- Coordinating activities consistently with the Affirmative Action Plan and monitoring progress toward affirmative action goals.
- Identifying solutions to barriers preventing achievement of the Board's affirmative action goals.
- Ensuring that the agency embraces AA/EEO goals in recruiting.
- Applying affirmative action precepts in day-to-day work and in relations with fellow employees, job applicants, and the public.
- Receiving and investigating—or referring to the Board—discrimination complaints.
- Attending equal opportunity, affirmative action, and diversity training in order to be informed of current affirmative action laws and issues and develop knowledge and skill for working with a diverse workplace.

PSRB Employees

The Psychiatric Security Review Board expects each of its staff members to support equity, affirmative action, and equal opportunity: for each other, for clients, and for community stakeholders. Each staff member can contribute to these ideals in several ways. Examples include:

- Serving on hiring panels when internal needs arise and when agency partner agencies request assistance.
- Interrupting and/or reporting discriminatory comments or behavior.
- Holding themselves accountable for any of their own inadvertent discrimination.
- Understanding and engaging in self-reflective practices to minimize the negative impact of confirmation bias.
- Learning about institutional racism and its effect on those to whom it is directed and applying those lessons to the workplace.
- Engaging in DEI trainings to further strengthen teamwork, programming, and

communication with colleagues, agency partners and stakeholders, and the Oregonians we serve.

Affirmative Action Policy Statement

The Psychiatric Security Review Board is committed to achieving a workforce that represents Oregon's diversity and being a leader in providing its current employees and applicants with fair and equal employment opportunities regardless of race, religion, color, national origin, marital status, sex, sexual orientation, gender identity, age, veteran's status, or mental or physical disability. The PSRB will engage in employment practices that follow the state's Affirmative Action Guidelines and state and federal laws. The PSRB is committed to providing reasonable accommodations to employees whenever able.

The PSRB believes that it is everyone's responsibility to create and contribute to an inclusive, professional, and safe work environment. The PSRB management team is committed to meeting with all employees to discuss, review, and modify the agency's Affirmative Action Plan on a quarterly basis. The management team is also committed to ensure that all staff can work in an environment that is free from discrimination, harassment, and retaliation for filing a complaint related to workplace concerns and that complaints that are brought to management are addressed with immediacy and that resolution is provided to the complainant.

The PSRB will implement this 2025-2027 Affirmative Action Plan and make it widely known through recruitment postings and the agency website that equal employment opportunities are available based on an individual's merit and that the PSRB does not engage in discriminatory practices. The PSRB will:

- Endeavor to recruit, promote, and retain qualified members of protected groups across all levels of the agency, including Board member positions.
- Create an environment that allows for open communication regarding differences and empowers all individuals to do their best work in serving our community partners, the public, and persons under the jurisdiction of the Board.
- Value and endeavor to sustain a culture of collaboration within the agency where staff at all levels are aligned and working together towards the agency mission with the agency's values in mind.

Diversity & Inclusion Statement

The Psychiatric Security Review Board acknowledges our responsibility to serve all Oregonians by interrupting systemic inequities and upholding human rights. We strive for an environment where one's race/ethnicity, class, gender, sexual orientation, ability, veteran's status and other identities do not predict life outcomes within our programs. We strive to have the humility to acknowledge our mistakes and actively work to correct them. We will include the voices of

communities we serve and work to integrate diversity, equity, and inclusion into everything we do.

The Psychiatric Security Review Board will continue to work with the Oregon Office of Cultural Change to ensure that the PSRB continues to serve the public with the State of Oregon's DEI Action Plan in the forefront of our minds.

Executive Order 22-11 Update

[Executive Order 22-11](#) relates to affirmative action, equal employment opportunity, diversity, equity, and inclusion. Governor Kulongoski originally issued the order in 2005 (EO 05-01).

Subsequent amendments were EO 08-18, 16-09, 17-11, and currently, EO 22-11. The following information addresses the key points in EO 22-11:

Learning and development

Agency management has encouraged all staff to participate in state-sponsored diversity trainings when available. This includes trainings available in the learning portal as well as the statewide diversity conference. The executive director also gifted employees a shared self-care corner in the breakroom, which contains multiple books with an emphasis on diversity, equity, and inclusion.

The deputy director serves as the agency's affirmative action representative and has attended all meetings conducted by the Office of Cultural Change.

Management performance evaluations

The agency has implemented the Department of Administrative Services' Performance, Accountability, and Feedback (PAF) quarterly check-ins with all non-management employees and the deputy director. The agency has a 100% completion rate on PAF check-ins, where this is opportunity for the executive director to discuss with the deputy director feedback and ideas related to diversity, equity, and inclusion. As mentioned in detail below, the executive director has a performance appraisal that includes feedback provided by agency employees and community partners. This appraisal is reviewed by the adult panel chairperson with the executive director.

Affirmative Action Plan availability

The Affirmative Action Plan is available on the agency's shared drive, due to most staff working remotely for more than half the work week.

Status of Contracts to Minority Businesses (ORS 659A.015)

The agency has very few contracts in place. Currently, there are four contracts in place, two of

which are with companies owned by women. Many of the PSRB's services are provided under interagency agreements or memorandums of understanding with other state agencies (e.g., DAS-IT, DAS Human Resources, DAS Shared Financial Services, etc.)

PROGRESS: JULY 1, 2023 – JUNE 30, 2024

In the agency's 2023-2025 Affirmative Action Plan, the PSRB has the following goals:

Goal #1: Identify and utilize recruitment strategies that increase diversity on the Board and within PSRB staff.

The goal to increase diversity on the Board and within the PSRB staff was carried over from the 2021-2023 biennium. Board member terms are four years, and Board members may serve a total of two terms. Given this, turnover amongst the 10 Board member positions is limited however there is a somewhat unique opportunity for progress to be made in this area during this (2023-2025) biennium, as many of the Board member terms are expiring. Here is a summary of upcoming term expirations:

- Adult probation officer as of June 30, 2024
- Adult psychiatrist as of June 30, 2025
- Adult attorney as of June 30, 2025
- Adult public member as of June 30, 2025
- Juvenile psychiatrist as of June 30, 2025
- Juvenile attorney as of June 30, 2025
- Juvenile public member as of June 30, 2025

The PSRB agency also has limited turnover given its small staff of 12.5 FTE and the longevity of many of its employees. That said, there have been some staffing changes over the first half of the 2023-2025 biennium; the role of deputy director was vacated and then filled, an administrative specialist position was vacated and then filled, and a temporary, half-time office assistant position was added and filled.

The most recent guidelines for State of Oregon Agencies completing Affirmative Action Plans indicates that agencies with fewer than 100 employees should not collect or utilize demographic data for their employees. Given the PSRB's 13 employees and 10 Board members, the agency falls well below the level that would indicate the inclusion of demographic data. In light of this, the agency, and respective Affirmative Action Plan, have shifted away from utilizing demographic data as a means to analyze or measure outcomes in terms of staff and Board diversity. Efforts in this area have remained focused on recruitment process, and success has been measured by the degree to which those efforts have been realized.

It is important to note that that recruitment efforts for PSRB staff are largely driven by the processes utilized by DAS, which the PSRB contracts recruitment through. To this end,

recruitment efforts in this area, including as they relate to equity, diversity, and inclusion are determined by DAS.

The executive director for the PSRB is largely responsible for the recruitment efforts as they relate to the recruitment of new Board members. Previously, the executive director has submitted recruitment flyers for the Board member positions and has had them reviewed by the Governor's Diversity, Equity, & Inclusion office. Thereafter, the executive director widely distributed the flyers to an array of agencies including the state boards that oversee psychiatrists, psychologists, and attorneys; Oregon Judicial Department; over 300 statewide providers and stakeholders; OHA's Office of Equity and Inclusion and other leadership officials; DAS CHRO; current Board members; Partners in Diversity; Disability Rights Oregon; Department of Consumer and Business Services; and countless others with a request to further spread the word to their networks. Despite the large net cast for Board member recruitment, the response of interested parties is generally minimal. Ongoing challenges, including the expectations of Board member availability and the limited stipend provided, limit the number of qualified professionals who could fulfill the obligations of a Board member.

Leadership Evaluation Report (ORS 659A.012)

Due to the small size of the agency, DAS CHRO is utilized for HR related policies, including anti-discrimination policy. As such, all agency personnel are required to review the Discrimination and Harassment Policy, and complete a training in this area, annually. The PSRB staff have a 100% completion rate for timely review of this policy and successful completion of the training.

Management personnel at the PSRB consist of the deputy director and executive director. Quarterly Performance, Action, and Feedback reviews (PAFs) are performed for the deputy director during which progress towards the Affirmative Action Plan objectives is assessed and reviewed, and developments for further DEI action is discussed.

The executive director receives an annual review of performance by the Board members which includes the DEI statement, Affirmative Action Plan, and ways in which diversity, equity, and inclusion is being promoted and fostered within the agency and with stakeholders.

NEXT BIENNIUM AFFIRMATIVE ACTION PLAN: JULY 1, 2025 – JUNE 30, 2027

Goals

The PSRBs overarching goals for the 2025-2027 biennium are consistent with Strategy 8 of the State of Oregon's DEI Action Plan: Diversifying the Workforce and Creating an Inclusive Workplace.

Goal #1: Diversifying the workforce and fostering an inclusive workplace

The agency aims to focus on continuing to diversify the workforce, specifically in terms of Board member recruitment and staff hiring, and on fostering an inclusive workplace within the agency.

In the upcoming year there will be an unusually high number of Board appointments, as outlined

previously. There are 6 Board member terms ending before the end of the 2023-2025 biennium, which creates a unique opportunity to diversify our Board members through expansive recruitment strategies implemented by the executive director. While no staff turnover within the agency is expected within the biennium, it is understood that often staff turnover is not predictable and change is likely. Given this, the agency will continue to work closely with the Board's human resource recruiter and, as appropriate, the Oregon Office of Cultural Change to help identify and eradicate barriers that hinder equitable recruiting and hiring practices.

Additionally, the Board will focus efforts on fostering an inclusive workplace environment by providing opportunities for trainings and professional development, specifically as they relate to diversity, equity, and inclusion.

Outcomes

The executive director will continue to expand recruitment efforts as available to encourage a wide and diverse applicant pool for the upcoming Board member positions. It must also be noted that factors beyond recruitment, such as the availability requirements of Board appointments and limited stipend, have a potentially significant impact on the pool of interested individuals, and the diversity of that pool.

The deputy director will work with the executive director to identify DEI-related trainings and opportunities for professional growth that can be made available to agency staff. Additionally, DEI topics will be identified and discussed at a minimum of once per quarter during all-staff meetings.

Measures

In order to accomplish this goal, the executive director will identify strategies available to the expansion of Board member recruitment and will implement them as appropriate and applicable. The deputy director will work with the executive director to identify DEI-related trainings as well as DEI topics for all-staff meetings a minimum of one time per quarter.

Implementation

The executive director and deputy director are responsible for the implementation of the Affirmative Action Plan. Progress will be reviewed at quarterly PAF reviews. As the Psychiatric Security Review Board is a small agency with 13 staff, the internal responsibility for these initiatives is limited to the executive director and deputy director.

Strategies

Recruitment

Targeted outreach and engagement

As outlined above, at 12 full-time employees, the PSRB experiences very few vacancies amongst staff. With few opportunities to diversify agency staff, PSRB must make the most of recruiting opportunities.

DEI presentations, training, or activities

The executive director leads the PSRB's statewide community providers' meetings, meets with the

Board's chair, and the Oregon State Hospital's director of legal affairs at a minimum of monthly. Such meetings present opportunities to open the pipeline of potential candidates Board members and any staff vacancies that might occur. The executive director also conducts monthly PSRB trainings for community mental health providers, allowing them to learn more about best practices when working with the Board.

Application process

The PSRB's application process follows the state's general one, using the Workday platform to announce and process applications. The Department of Administrative Services has assigned the PSRB a dedicated recruiter. Working closely with agency leadership, this recruiter has learned a great deal about the Psychiatric Security Review Board and its specific needs. PSRB leadership will continue to work closely with DAS as recruitment needs arise, and look for ways to minimize barriers for members of underrepresented populations to apply and compete for agency positions through the position postings.

Internship/mentorship opportunities

In the past, the PSRB has at times hosted interns with great success. Due to staff turnover and the COVID-19 pandemic in the previous biennium, there are currently no interns at the PSRB. The agency hopes to re-introduce internship opportunities over the next biennium, through partnerships with state universities.

Additionally, the executive director has served as a mentor to graduate students seeking their master's or doctoral degrees, providing didactic trainings, guidance on research/projects, and on expanding their ideas about potential career paths.

Selection

Hiring process

Agency leadership engages actively with its human resources business partner, meeting with them twice per month to discuss human resources matters, including equity and inclusion and possible vacancies. These ongoing discussions help the agency's business partner understand the PSRB's priorities well ahead of any need it might have to fill a position. When a vacancy occurs, the executive and deputy directors engage immediately with the agency's human resources business partner and its recruiter, asking them for assistance in developing a diverse applicant pool. In addition, the executive director asks for assistance from PSRB stakeholders in finding candidates with diverse candidates. These efforts to recruit widely most often arise during the monthly provider meeting the executive director leads, and which all counties' representatives attend. In addition to broadening the applicant pool, the PSRB must also consider a broad base of skills when looking for candidates in order to create more diversity in skills within the agency.

Hiring panels

The PSRB uses hiring panels that include staff, management, agency partners, and human resources representation whenever able with the goal of including individuals representing diverse backgrounds. Because Oregon's demographics can make this challenging, agency leadership will continue to ask for assistance from human resources and agency partners to find panel members from diverse backgrounds and/or with training in cultural competence to add additional perspectives to PSRB's hiring process, alerting leadership to potential pitfalls associated with unconscious bias.

Interview process

Given its small size, the agency has limited internal individuals from whom to draw from when assembling an interview panel. Because of this limitation, the PSRB will partner with its HR Business Partner, its recruiter, and (to the extent appropriate/necessary) the Office of Cultural Change to recruit both panel members from diverse perspectives and those with experience and training in cultural sensitivity to assist in the interview process.

Retention

Mentorship program

With only 12.5 FTE on staff, the PSRB has very few employees when compared to many other state agencies. On one hand, this means the agency has a limited number of existing employees to serve as mentors; on the other, nearly every initiative involves all staff and managers. The deputy director meets with each direct report at least monthly in order to discuss what support each needs. Each of these meetings covers topics such as training—PSRB-related or not—or career opportunities they might wish to pursue. To the extent that someone in the agency can provide training or mentorship to another individual at the PSRB, the agency pursues those opportunities. If, on the other hand, someone outside the agency would be better positioned to serve as mentor, management would facilitate that relationship.

Diversity, equity, and inclusion training

Given the nature of the PSRB's functions, some aspects of diversity, equity, and inclusion permeate the agency. By definition, Board clients are individuals with disabilities. Every staff member interacts daily with information associated with clients, to include mental health records and other information contained within a client's case file. PSRB management, paralegals, and other administrative staff hold regular weekly meetings to discuss, among other things, clients who may be struggling and at risk of revocation to the Oregon State Hospital.

This meeting provides employees with the opportunity to discuss how best to support the treatment providers who work with the clients as well as ways to avoid revoking a client on conditional release to the Oregon State Hospital that takes into consideration the specific needs of the client.

In addition to regular discussion of the struggles faced by individuals with disabilities, the executive and deputy directors address equity issues affirmatively during staff meetings, allowing for feedback and discussion about individuals' feelings while making the agency's— and the State's—support for diversity, equity, and inclusion clear.

In addition to making equity a regular work topic and the fact that some aspects of diversity occur naturally in the agency, PSRB leadership supports diversity initiatives, including staff members' attendance at the State's annual diversity conference in Salem.

Career development

With 12.5 FTE of staff, movement within the agency is rare. For that reason, any assistance the PSRB can give to its employees typically involves helping staff members gain skills that would help them find positions outside the agency. The deputy director has raised this with all staff members during their one-

one-one meetings and follows up at least monthly with staff who show interest. In the past, management has made relevant training available to staff, and has facilitated connections between current PSRB staff and others who might be well-positioned to provide advice and assistance with the staff member's career advancement. Going forward, the agency will continue to offer these opportunities to staff and will continue to inquire about staff interest in advancement: within the agency or without.

The agency also supports a hybrid remote work model for 12 out of the 12.5 FTE positions. The agency plans on continuing this practice and has been told that the ability to work remotely with the hybrid model has allowed for better work-life balance, reduced burnout, and has led to better morale.

Employee engagement

Employee-led diversity, equity, and inclusion councils, committees, and other groups

Due to its small size, the PSRB has no employee-led committees designated specifically to support diversity, equity, and inclusion.

Employee resource groups and affinity groups

Similarly, with only 12.5 FTE, the agency is hardly larger than the average affinity group at other state agencies. In several categories, a PSRB affinity group or an Employee Resource Group would contain two or fewer employees. This being the case, the agency has no affinity or Employee Resource Groups.

Employee surveys

The agency has conducted few formal surveys among its entire staff. However, the executive director's performance appraisal questionnaire is sent to all staff and contains a section on diversity, equity, and inclusion. Employees are allowed to fill out this survey anonymously, which is then reviewed in conjunction with input that has been solicited from community partners by the adult panel chairperson. Agency leadership continues to look at new ways to increase the response rate to ensure that meaningful data can be compiled and subsequently acted upon.

The executive director has also created space for anonymous feedback following regular staff meetings through an online resource, with an emphasis on how the management team can better support each employee's ability to thrive in the office environment.

In May of 2024 the executive director opted to engage a Gallup poll developed to assess employee satisfaction. The PSRB is proud to report an answer range of 4.11-4.8 for all survey questions (scale being 1-5, with 5 being "strongly agree") and a 100% response rate. This put the PSRB in the 84th percentile out of all statewide agencies who participated in the poll. Further, agency leadership have utilized the results of the survey to provide direction for additional staff training and team building.

Succession planning

The PSRB's Succession Plan was submitted on January 1, 2024. Given that succession planning is a dynamic and evolving processes, this plan will be reviewed and updated at a minimum of annually. This goal is outlined as Goal 3.1 in the PSRB's Strategic Plan.

APPENDIX

PSRB Complaint Process

Formal Complaint Options

Employees with complaints regarding other employees' behavior or conduct may lodge formal complaints with the following personnel:

- The deputy director
- The executive director
- The PSRB's human resources business partner
- The Oregon Bureau of Labor & Industries

Employees with complaints regarding the deputy director's behavior or conduct may lodge formal complaints with the following personnel:

- The executive director
- The PSRB's human resources business partner
- The Oregon Bureau of Labor & Industries

Employees with complaints regarding the executive director's behavior or conduct may lodge formal complaints with the following personnel:

- The PSRB's human resources business partner
- The PSRB's adult panel chairperson
- The Oregon Bureau of Labor & Industries

Contact Information

Executive Director

Alison Bort, J.D., PhD
6400 SE Lake Rd, Ste 375, Portland, 97222
503-229-5596
alison.bort@psrb.oregon.gov

Deputy Director

Katrina Tonsfeldt, LCSW
6400 SE Lake Rd, Ste 375, Portland, 97222
503-229-5596

katrina.tonsfeldt@psrb.oregon.gov

PSRB Human Resources Business Partner

Rebecca Avila

Department of Administrative Services

155 Cottage St NE, Salem, OR 97301

rebecca.avila@das.oregon.gov

PSRB Adult Panel Chairperson

Anne Nichol, J.D.

anne.nichol@psrb.oregon.gov

Oregon Bureau of Labor & Industries

800 NE Oregon St, Ste 1045, Portland, OR 97232

971-245-3844

help@boli.oregon.gov

Complaint Procedure

1. When employees file formal complaints alleging discriminatory or harassing behavior, the official accepting the complaint will meet with the employee to obtain an account of the alleged conduct, including relevant time(s) and place(s), along with the respondent's identity and that of any potential witnesses.
2. If the complainant has not reduced the complaint to writing (letter, e-mail, agency-approved form), the official accepting the complaint will request that the complainant do so.
3. The official accepting the complaint will alert other officials, as appropriate, including the DAS human resources office or the PSRB's chairperson
4. The agency will respect the complainant's rights, but agency officials must follow up on all complaints. Agency officials will use discretion and respect the complainant's privacy, but they cannot promise the complainant absolute confidentiality.
5. The PSRB takes all complaints against its staff, management, and Board members seriously.
 - Formal complaints may generate a fact-finding inquiry in which officials will interview witnesses and collect written and physical documentation, as necessary. If agency officials determine by a preponderance of the evidence that the alleged behavior occurred and constituted discrimination and/or

harassment, the officials will issue findings to that effect. Upon substantiating a complaint in this way, the investigating officials will take or recommend appropriate corrective action.

- Typically, informal complaints will result in follow-up with the respondent(s) leading to a mutually agreed-upon solution. Based on the nature of the conduct, it is possible that agency officials might need to conduct a fact-finding inquiry and apply corrective action. Should PSRB officials find a fact-finding inquiry necessary, they will discuss the reasons for this with the complainant and consider any objections the complainant makes prior to proceeding.
6. Appropriate agency officials will contact the complainant within 24 hours of having received a complaint alleging discrimination or harassment. When the agency conducts a fact-finding inquiry, the PSRB shall complete such inquiry within 45 calendar days after receiving the complaint. Should the PSRB official(s) conducting the inquiry find that it requires more time to complete due to witness availability or case complexity, these officials may extend the completion deadline an additional 15 calendar days past the original deadline.

Accessing the Complaint Process

Employees may file formal or informal complaints in writing, via letter, email, or on an agency-approved hard copy or web-based form. The official accepting the complaint will document oral complaints in writing.

State Policy Documentation

State HR Policies

- [50.020.10](#): ADA & Reasonable Accommodation in Employment
- [50.010.01](#): Discrimination & Harassment Free Workplace
- [50.035.01](#): Performance Management Process
- [40.055.04](#): Candidate Preference in Employment

Additional HR policies can be found on the Statewide Human Resources Policies [webpage](#).

Administrative Rules

- [Equal Opportunity and Affirmative Action Rule](#)

Executive Orders

- [Executive Order 22-11](#): Relating to Affirmative Action, Equal Employment

Opportunity, Diversity, Equity, and Inclusion

Federal Documentation

- [Title VII of the Civil Rights Act of 1964](#)
- [The Pregnancy Discrimination Act](#)
- [The Equal Pay Act of 1963](#)
- [The Age Discrimination in Employment Act of 1967](#)
- [Title I of the American's with Disabilities Act of 1990](#)
- [Sections 102 & 103 of the Civil Rights Act of 1991](#)
- [Sections 501 & 505 of the Rehabilitation Act of 1973](#)
- [The Genetic Information Nondiscrimination Act of 2008](#)

2025 - 2027 Organizational Chart

Governor

Adult Panel

Psychiatric Security Review Board

Juvenile Panel

Executive Director

Alison Bort

Principal Executive/Manager F; 1.0 FTE

Deputy Director

Katrina Tonsfeldt

Business Operations Manager 1; 1.0 FTE

Executive Support

Laura O'Meara

Executive Support Specialist 2; 1.0 FTE

Hearings Officer (Lead)

Maria McCormack

Paralegal; 1.0 FTE

***Research Analyst**

Shelley Banfe

Research Analyst 2; 1.0 FTE

Information Systems Specialist

Priya Tripathi

ISS-4; 1.0 FTE

Conditional Release Monitor

Dawn Anderson

Paralegal; 1.0 FTE

Case Summarizer

Karen Hoeschler

Administrative Specialist 2; 1.0 FTE

Hearings Support Specialist

Kelsey Taylor

Administrative Specialist 2; 1.0 FTE

***Office Specialist**

Vacant

Office Specialist 2; 1.0 FTE

Conditional Release Monitor

Matthew Berndt

Paralegal; 1.0 FTE

Hearings Support Specialist

Sharon Hall

Administrative Specialist 2; 1.0 FTE

Hearings Support Specialist

Bethany Quist

Administrative Specialist 2; 1.0 FTE

* Positions under review

SPECIAL REPORTS

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Psychiatric Security Review Board

**Summary Cross Reference Listing and Packages
2025-27 Biennium**

Agency Number: 39900

BAM Analyst: Trombley, Jason

Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	General Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
010-00-00-00000	General Program	021	0	Phase-in	Essential Packages
010-00-00-00000	General Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	General Program	031	0	Standard Inflation	Essential Packages
010-00-00-00000	General Program	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	General Program	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	General Program	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	General Program	050	0	Fundshifts	Essential Packages
010-00-00-00000	General Program	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	General Program	070	0	Revenue Shortfalls	Policy Packages
010-00-00-00000	General Program	081	0	May 2024 Emergency Board	Policy Packages
010-00-00-00000	General Program	082	0	September 2024 Emergency Board	Policy Packages
010-00-00-00000	General Program	090	0	Analyst Adjustments	Policy Packages
010-00-00-00000	General Program	092	0	Statewide AG Adjustment	Policy Packages
010-00-00-00000	General Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
010-00-00-00000	General Program	100	0	Case Management System Replacement	Policy Packages
030-00-00-00000	Gun Relief Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
030-00-00-00000	Gun Relief Program	021	0	Phase-in	Essential Packages
030-00-00-00000	Gun Relief Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
030-00-00-00000	Gun Relief Program	031	0	Standard Inflation	Essential Packages
030-00-00-00000	Gun Relief Program	032	0	Above Standard Inflation	Essential Packages
030-00-00-00000	Gun Relief Program	033	0	Exceptional Inflation	Essential Packages

Psychiatric Security Review Board

Summary Cross Reference Listing and Packages
2025-27 Biennium

Agency Number: 39900
BAM Analyst: Trombley, Jason
Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
030-00-00-00000	Gun Relief Program	040	0	Mandated Caseload	Essential Packages
030-00-00-00000	Gun Relief Program	050	0	Fundshifts	Essential Packages
030-00-00-00000	Gun Relief Program	060	0	Technical Adjustments	Essential Packages
030-00-00-00000	Gun Relief Program	070	0	Revenue Shortfalls	Policy Packages
030-00-00-00000	Gun Relief Program	081	0	May 2024 Emergency Board	Policy Packages
030-00-00-00000	Gun Relief Program	082	0	September 2024 Emergency Board	Policy Packages
030-00-00-00000	Gun Relief Program	090	0	Analyst Adjustments	Policy Packages
030-00-00-00000	Gun Relief Program	092	0	Statewide AG Adjustment	Policy Packages
030-00-00-00000	Gun Relief Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
030-00-00-00000	Gun Relief Program	100	0	Case Management System Replacement	Policy Packages

Psychiatric Security Review Board

**Policy Package List by Priority
2025-27 Biennium**

Agency Number: 39900

BAM Analyst: Trombley, Jason

Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	070	Revenue Shortfalls	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	081	May 2024 Emergency Board	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	082	September 2024 Emergency Board	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	090	Analyst Adjustments	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	092	Statewide AG Adjustment	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	093	Statewide Adjustment DAS Chgs	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program
	100	Case Management System Replacement	010-00-00-00000	General Program
			030-00-00-00000	Gun Relief Program

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-000-00-00-00000

2025-27 Biennium

Psychiatric Security Review Board

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,082,379	4,392,585	4,672,439	5,343,741	5,258,148	-
AVAILABLE REVENUES						
8000 General Fund	4,082,379	4,392,585	4,672,439	5,343,741	5,258,148	-
3400 Other Funds Ltd	1	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$4,082,380	\$4,392,585	\$4,672,439	\$5,343,741	\$5,258,148	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,812,378	2,186,459	2,186,459	2,628,371	2,628,371	-
3170 Overtime Payments						
8000 General Fund	944	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	1	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	20,759	-	-	-	-	-
SALARIES & WAGES						

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-000-00-00-00000

2025-27 Biennium

Psychiatric Security Review Board

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
8000 General Fund	1,834,082	2,186,459	2,186,459	2,628,371	2,628,371	-
TOTAL SALARIES & WAGES	\$1,834,082	\$2,186,459	\$2,186,459	\$2,628,371	\$2,628,371	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	554	689	281,130	936	936	-
3220 Public Employees' Retire Cont						
8000 General Fund	265,376	333,317	333,317	484,328	484,328	-
3221 Pension Obligation Bond						
8000 General Fund	81,386	108,950	108,363	103,072	103,072	-
3230 Social Security Taxes						
8000 General Fund	138,532	164,864	164,864	198,567	198,567	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,106	7,171	7,171	9,047	9,047	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	443	598	598	546	546	-
3260 Mass Transit Tax						
8000 General Fund	9,554	13,119	13,119	15,770	15,770	-
3270 Flexible Benefits						
8000 General Fund	377,022	514,800	514,800	551,304	551,304	-
OTHER PAYROLL EXPENSES						
8000 General Fund	874,973	1,143,508	1,423,362	1,363,570	1,363,570	-
TOTAL OTHER PAYROLL EXPENSES	\$874,973	\$1,143,508	\$1,423,362	\$1,363,570	\$1,363,570	-

PERSONAL SERVICES

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-000-00-00-00000

2025-27 Biennium

Psychiatric Security Review Board

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
8000 General Fund	2,709,055	3,329,967	3,609,821	3,991,941	3,991,941	-
TOTAL PERSONAL SERVICES	\$2,709,055	\$3,329,967	\$3,609,821	\$3,991,941	\$3,991,941	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	828	31,176	31,176	32,485	32,485	-
4125 Out of State Travel						
8000 General Fund	-	3,966	3,966	4,133	4,133	-
4150 Employee Training						
8000 General Fund	1,144	15,035	15,035	15,666	15,666	-
4175 Office Expenses						
8000 General Fund	157,430	59,198	59,198	61,684	61,684	-
4200 Telecommunications						
8000 General Fund	36,600	71,949	71,949	74,971	74,971	-
4225 State Gov. Service Charges						
8000 General Fund	183,751	182,934	182,934	215,233	220,549	-
4250 Data Processing						
8000 General Fund	139,559	145,610	145,610	151,726	71,150	-
4275 Publicity and Publications						
8000 General Fund	17	1,138	1,138	1,186	1,186	-
4300 Professional Services						
8000 General Fund	10,162	37,911	37,911	226,789	226,789	-
4315 IT Professional Services						
8000 General Fund	-	8,738	8,738	9,332	9,332	-

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-000-00-00-00000

2025-27 Biennium

Psychiatric Security Review Board

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
4325 Attorney General						
8000 General Fund	197,158	170,114	170,114	209,683	194,020	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	4,438	4,438	4,624	4,624	-
4400 Dues and Subscriptions						
8000 General Fund	1,928	5,503	5,503	5,734	5,734	-
4425 Facilities Rental and Taxes						
8000 General Fund	150,332	156,654	156,654	163,233	163,233	-
4575 Agency Program Related S and S						
8000 General Fund	1,908	3,426	3,426	3,570	3,570	-
4650 Other Services and Supplies						
8000 General Fund	119,429	89,577	89,577	93,339	98,669	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,860	41,278	41,278	43,012	43,012	-
4715 IT Expendable Property						
8000 General Fund	44,408	33,973	33,973	35,400	35,400	-
SERVICES & SUPPLIES						
8000 General Fund	1,047,514	1,062,618	1,062,618	1,351,800	1,266,207	-
TOTAL SERVICES & SUPPLIES	\$1,047,514	\$1,062,618	\$1,062,618	\$1,351,800	\$1,266,207	-
EXPENDITURES						
8000 General Fund	3,756,569	4,392,585	4,672,439	5,343,741	5,258,148	-
TOTAL EXPENDITURES	\$3,756,569	\$4,392,585	\$4,672,439	\$5,343,741	\$5,258,148	-
REVERSIONS						

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Psychiatric Security Review Board

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
9900 Reversions						
8000 General Fund	(325,810)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1	-	-	-	-	-
TOTAL ENDING BALANCE	\$1	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	13	13	13	13	-
TOTAL AUTHORIZED POSITIONS	12	13	13	13	13	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	12.00	13.00	13.00	13.00	13.00	-
TOTAL AUTHORIZED FTE	12.00	13.00	13.00	13.00	13.00	-

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-010-00-00-00000

2025-27 Biennium

General Program

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,082,379	4,392,585	4,672,439	5,343,741	5,258,148	-
AVAILABLE REVENUES						
8000 General Fund	4,082,379	4,392,585	4,672,439	5,343,741	5,258,148	-
3400 Other Funds Ltd	1	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$4,082,380	\$4,392,585	\$4,672,439	\$5,343,741	\$5,258,148	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,812,378	2,186,459	2,186,459	2,628,371	2,628,371	-
3170 Overtime Payments						
8000 General Fund	944	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	1	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	20,759	-	-	-	-	-
SALARIES & WAGES						

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-010-00-00-00000

2025-27 Biennium

General Program

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
8000 General Fund	1,834,082	2,186,459	2,186,459	2,628,371	2,628,371	-
TOTAL SALARIES & WAGES	\$1,834,082	\$2,186,459	\$2,186,459	\$2,628,371	\$2,628,371	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	554	689	281,130	936	936	-
3220 Public Employees' Retire Cont						
8000 General Fund	265,376	333,317	333,317	484,328	484,328	-
3221 Pension Obligation Bond						
8000 General Fund	81,386	108,950	108,363	103,072	103,072	-
3230 Social Security Taxes						
8000 General Fund	138,532	164,864	164,864	198,567	198,567	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,106	7,171	7,171	9,047	9,047	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	443	598	598	546	546	-
3260 Mass Transit Tax						
8000 General Fund	9,554	13,119	13,119	15,770	15,770	-
3270 Flexible Benefits						
8000 General Fund	377,022	514,800	514,800	551,304	551,304	-
OTHER PAYROLL EXPENSES						
8000 General Fund	874,973	1,143,508	1,423,362	1,363,570	1,363,570	-
TOTAL OTHER PAYROLL EXPENSES	\$874,973	\$1,143,508	\$1,423,362	\$1,363,570	\$1,363,570	-

PERSONAL SERVICES

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-010-00-00-00000

2025-27 Biennium

General Program

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
8000 General Fund	2,709,055	3,329,967	3,609,821	3,991,941	3,991,941	-
TOTAL PERSONAL SERVICES	\$2,709,055	\$3,329,967	\$3,609,821	\$3,991,941	\$3,991,941	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	828	31,176	31,176	32,485	32,485	-
4125 Out of State Travel						
8000 General Fund	-	3,966	3,966	4,133	4,133	-
4150 Employee Training						
8000 General Fund	1,144	15,035	15,035	15,666	15,666	-
4175 Office Expenses						
8000 General Fund	157,430	59,198	59,198	61,684	61,684	-
4200 Telecommunications						
8000 General Fund	36,600	71,949	71,949	74,971	74,971	-
4225 State Gov. Service Charges						
8000 General Fund	183,751	182,934	182,934	215,233	220,549	-
4250 Data Processing						
8000 General Fund	139,559	145,610	145,610	151,726	71,150	-
4275 Publicity and Publications						
8000 General Fund	17	1,138	1,138	1,186	1,186	-
4300 Professional Services						
8000 General Fund	10,162	37,911	37,911	226,789	226,789	-
4315 IT Professional Services						
8000 General Fund	-	8,738	8,738	9,332	9,332	-

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 39900-010-00-00-00000

2025-27 Biennium

General Program

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
4325 Attorney General						
8000 General Fund	197,158	170,114	170,114	209,683	194,020	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	4,438	4,438	4,624	4,624	-
4400 Dues and Subscriptions						
8000 General Fund	1,928	5,503	5,503	5,734	5,734	-
4425 Facilities Rental and Taxes						
8000 General Fund	150,332	156,654	156,654	163,233	163,233	-
4575 Agency Program Related S and S						
8000 General Fund	1,908	3,426	3,426	3,570	3,570	-
4650 Other Services and Supplies						
8000 General Fund	119,429	89,577	89,577	93,339	98,669	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,860	41,278	41,278	43,012	43,012	-
4715 IT Expendable Property						
8000 General Fund	44,408	33,973	33,973	35,400	35,400	-
SERVICES & SUPPLIES						
8000 General Fund	1,047,514	1,062,618	1,062,618	1,351,800	1,266,207	-
TOTAL SERVICES & SUPPLIES	\$1,047,514	\$1,062,618	\$1,062,618	\$1,351,800	\$1,266,207	-
EXPENDITURES						
8000 General Fund	3,756,569	4,392,585	4,672,439	5,343,741	5,258,148	-
TOTAL EXPENDITURES	\$3,756,569	\$4,392,585	\$4,672,439	\$5,343,741	\$5,258,148	-
REVERSIONS						

Psychiatric Security Review Board

Agency Number: 39900

Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

General Program

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
9900 Reversions						
8000 General Fund	(325,810)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1	-	-	-	-	-
TOTAL ENDING BALANCE	\$1	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	13	13	13	13	-
TOTAL AUTHORIZED POSITIONS	12	13	13	13	13	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	12.00	13.00	13.00	13.00	13.00	-
TOTAL AUTHORIZED FTE	12.00	13.00	13.00	13.00	13.00	-

Version / Column Comparison Report - Detail
2025-27 Biennium
General Program

Cross Reference Number:39900-010-00-00-00000

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	5,057,199	5,057,199	0	-
AVAILABLE REVENUES				
8000 General Fund	5,057,199	5,057,199	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	2,628,371	2,628,371	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	936	936	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	484,328	484,328	0	-
3221 Pension Obligation Bond				
8000 General Fund	108,363	108,363	0	-
3230 Social Security Taxes				
8000 General Fund	198,567	198,567	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	9,047	9,047	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	546	546	0	-

Version / Column Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number:39900-010-00-00-00000

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
8000 General Fund	13,119	13,119	0	-
3270 Flexible Benefits				
8000 General Fund	551,304	551,304	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	1,366,210	1,366,210	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	3,994,581	3,994,581	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	31,176	31,176	0	-
4125 Out of State Travel				
8000 General Fund	3,966	3,966	0	-
4150 Employee Training				
8000 General Fund	15,035	15,035	0	-
4175 Office Expenses				
8000 General Fund	59,198	59,198	0	-
4200 Telecommunications				
8000 General Fund	71,949	71,949	0	-
4225 State Gov. Service Charges				
8000 General Fund	182,934	182,934	0	-
4250 Data Processing				
8000 General Fund	145,610	145,610	0	-
4275 Publicity and Publications				

Version / Column Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number:39900-010-00-00-00000

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,138	1,138	0	-
4300 Professional Services				
8000 General Fund	37,911	37,911	0	-
4315 IT Professional Services				
8000 General Fund	8,738	8,738	0	-
4325 Attorney General				
8000 General Fund	170,114	170,114	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	4,438	4,438	0	-
4400 Dues and Subscriptions				
8000 General Fund	5,503	5,503	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	156,654	156,654	0	-
4575 Agency Program Related S and S				
8000 General Fund	3,426	3,426	0	-
4650 Other Services and Supplies				
8000 General Fund	89,577	89,577	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	41,278	41,278	0	-
4715 IT Expendable Property				
8000 General Fund	33,973	33,973	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	1,062,618	1,062,618	0	-
TOTAL EXPENDITURES				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	5,057,199	5,057,199	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	13	13	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	13.00	13.00	0	-

SPECIAL REPORTS

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Psychiatric Security Review Board

Agency Number: 39900

Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000
 Package: Vacancy Factor and Non-ORPICS Personal Services
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund (2,640) (2,640) 0 0.00%

AVAILABLE REVENUES

8000 General Fund (2,640) (2,640) 0 0.00%

TOTAL AVAILABLE REVENUES (\$2,640) (\$2,640) \$0 0.00%

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund (5,291) (5,291) 0 0.00%

3260 Mass Transit Tax

8000 General Fund 2,651 2,651 0 0.00%

OTHER PAYROLL EXPENSES

8000 General Fund (2,640) (2,640) 0 0.00%

TOTAL OTHER PAYROLL EXPENSES (\$2,640) (\$2,640) \$0 0.00%

EXPENDITURES

8000 General Fund (2,640) (2,640) 0 0.00%

Psychiatric Security Review Board

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Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000
 Package: Vacancy Factor and Non-ORPICS Personal Services
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	(\$2,640)	(\$2,640)	\$0	0.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Psychiatric Security Review Board

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Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 102,882 102,882 0 0.00%

AVAILABLE REVENUES

8000 General Fund 102,882 102,882 0 0.00%

TOTAL AVAILABLE REVENUES \$102,882 \$102,882 \$0 0.00%

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

8000 General Fund 1,309 1,309 0 0.00%

4125 Out of State Travel

8000 General Fund 167 167 0 0.00%

4150 Employee Training

8000 General Fund 631 631 0 0.00%

4175 Office Expenses

8000 General Fund 2,486 2,486 0 0.00%

4200 Telecommunications

8000 General Fund 3,022 3,022 0 0.00%

Psychiatric Security Review Board

Agency Number: 39900

**Package Comparison Report - Detail
2025-27 Biennium
General Program**

Cross Reference Number: 39900-010-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
8000 General Fund	32,299	32,299	0	0.00%
4250 Data Processing				
8000 General Fund	6,116	6,116	0	0.00%
4275 Publicity and Publications				
8000 General Fund	48	48	0	0.00%
4300 Professional Services				
8000 General Fund	2,578	2,578	0	0.00%
4315 IT Professional Services				
8000 General Fund	594	594	0	0.00%
4325 Attorney General				
8000 General Fund	39,569	39,569	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	186	186	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	231	231	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	6,579	6,579	0	0.00%
4575 Agency Program Related S and S				

Psychiatric Security Review Board

Agency Number: 39900

**Package Comparison Report - Detail
2025-27 Biennium
General Program**

Cross Reference Number: 39900-010-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	144	144	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	3,762	3,762	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,734	1,734	0	0.00%
4715 IT Expendable Property				
8000 General Fund	1,427	1,427	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	102,882	102,882	0	0.00%
TOTAL SERVICES & SUPPLIES	\$102,882	\$102,882	\$0	0.00%
EXPENDITURES				
8000 General Fund	102,882	102,882	0	0.00%
TOTAL EXPENDITURES	\$102,882	\$102,882	\$0	0.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Psychiatric Security Review Board

Agency Number: 39900

Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000
 Package: Statewide AG Adjustment
 Pkg Group: POL Pkg Type: 090 Pkg Number: 092

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(15,663)	(15,663)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(15,663)	(15,663)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$15,663)	(\$15,663)	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
8000 General Fund	-	(15,663)	(15,663)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(15,663)	(15,663)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$15,663)	(\$15,663)	100.00%
EXPENDITURES				
8000 General Fund	-	(15,663)	(15,663)	100.00%
TOTAL EXPENDITURES	-	(\$15,663)	(\$15,663)	100.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Psychiatric Security Review Board

Agency Number: 39900

Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000

Package: Statewide AG Adjustment

Pkg Group: POL Pkg Type: 090 Pkg Number: 092

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Psychiatric Security Review Board

Agency Number: 39900

Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000
 Package: Statewide Adjustment DAS Chgs
 Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(69,930)	(69,930)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(69,930)	(69,930)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$69,930)	(\$69,930)	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
8000 General Fund	-	5,316	5,316	100.00%
4250 Data Processing				
8000 General Fund	-	(80,576)	(80,576)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	5,330	5,330	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(69,930)	(69,930)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$69,930)	(\$69,930)	100.00%

EXPENDITURES

Psychiatric Security Review Board

Agency Number: 39900

**Package Comparison Report - Detail
2025-27 Biennium
General Program**

**Cross Reference Number: 39900-010-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(69,930)	(69,930)	100.00%
TOTAL EXPENDITURES	-	(\$69,930)	(\$69,930)	100.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Psychiatric Security Review Board

Agency Number: 39900

Package Comparison Report - Detail
 2025-27 Biennium
 General Program

Cross Reference Number: 39900-010-00-00-00000
 Package: Case Management System Replacement
 Pkg Group: POL Pkg Type: POL Pkg Number: 100

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	186,300	186,300	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	186,300	186,300	0	0.00%
TOTAL AVAILABLE REVENUES	\$186,300	\$186,300	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	186,300	186,300	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	186,300	186,300	0	0.00%
TOTAL SERVICES & SUPPLIES	\$186,300	\$186,300	\$0	0.00%
EXPENDITURES				
8000 General Fund	186,300	186,300	0	0.00%
TOTAL EXPENDITURES	\$186,300	\$186,300	\$0	0.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Psychiatric Security Review Board

Agency Number: 39900

**Package Comparison Report - Detail
2025-27 Biennium
General Program**

**Cross Reference Number: 39900-010-00-00-00000
Package: Case Management System Replacement
Pkg Group: POL Pkg Type: POL Pkg Number: 100**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

PIC100 - Position Budget Report

Psychiatric Security Review Board

2025-27 Biennium
Budget Preparation

Cross Reference Number: 39900-000-00-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
Total Salary											2,628,371	-	-	-	-	2,628,371
Total OPE											1,244,728	-	-	-	-	1,244,728
Total Personal Services																
						13	13.00				3,873,099	-	-	-	3,873,099	

PIC100 - Position Budget Report

General Program

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 39900-010-01-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0399001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	51,320	-	-	-	51,320
										OPE	3,926	-	-	-	3,926
0399002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	51,320	-	-	-	51,320
										OPE	3,926	-	-	-	3,926
0399003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	51,320	-	-	-	51,320
										OPE	3,926	-	-	-	3,926
0399004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	51,320	-	-	-	51,320
										OPE	3,926	-	-	-	3,926
0399005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	51,320	-	-	-	51,320
										OPE	3,926	-	-	-	3,926
0399006	MEAH Z7587 HF	AGENCY HEAD 7	37X	PF	1	1.00	24	10	15730	SAL	377,520	-	-	-	377,520
										OPE	149,681	-	-	-	149,681
0399007	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	7	5887	SAL	141,288	-	-	-	141,288
										OPE	83,623	-	-	-	83,623
0399008	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5719	SAL	137,256	-	-	-	137,256
										OPE	82,450	-	-	-	82,450
0399010	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5719	SAL	137,256	-	-	-	137,256
										OPE	82,450	-	-	-	82,450
0399011	MMN X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	7	9542	SAL	229,008	-	-	-	229,008
										OPE	109,140	-	-	-	109,140
0399012	UA C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8309	SAL	199,416	-	-	-	199,416
										OPE	100,532	-	-	-	100,532
0399013	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3950	SAL	94,800	-	-	-	94,800
										OPE	70,099	-	-	-	70,099
0399014	UA C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	10	7200	SAL	172,800	-	-	-	172,800
										OPE	92,789	-	-	-	92,789
0399015	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5719	SAL	137,256	-	-	-	137,256
										OPE	82,450	-	-	-	82,450
0399017	UA C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8309	SAL	199,416	-	-	-	199,416
										OPE	100,532	-	-	-	100,532
0399018	UA C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8309	SAL	199,416	-	-	-	199,416

PIC100 - Position Budget Report

General Program

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 39900-010-01-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	100,532	-	-	-	100,532
0399020	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	13,967	-	-	-	13,967
										OPE	1,068	-	-	-	1,068
0399021	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	13,967	-	-	-	13,967
										OPE	1,068	-	-	-	1,068
0399022	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	13,967	-	-	-	13,967
										OPE	1,068	-	-	-	1,068
0399023	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	13,967	-	-	-	13,967
										OPE	1,068	-	-	-	1,068
0399024	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	13,967	-	-	-	13,967
										OPE	1,068	-	-	-	1,068
0399025	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	6	4733	SAL	113,592	-	-	-	113,592
										OPE	75,566	-	-	-	75,566
0399026	UA C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	6788	SAL	162,912	-	-	-	162,912
										OPE	89,914	-	-	-	89,914
Total Salary											2,628,371	-	-	-	2,628,371
Total OPE											1,244,728	-	-	-	1,244,728
Total Personal Services					13	13.00					3,873,099	-	-	-	3,873,099