



Oregon Psychiatric Security Review Board

Human Services
Joint Ways & Means Committee
Psychiatric Security Review Board
Agency Presentation 2023-25

Written Reference Materials

Primary Presenter:

Alison Bort, Executive Director

Alison.Bort@psrb.oregon.gov

Alternate Presenter:

Mandy Standiford, Deputy Director

Mandy.Standiford@psrb.oregon.gov

610 SW Alder Street, Suite 420 Portland, OR 97205

503.229.5596

www.oregon.gov/prb

Table of Contents

Table of Contents	2
Agency Mission, Goals, and Historical Context.....	4
Mission Statement	4
Historical Context.....	4
High-Level Summary	5
Agency Programs and Services	5
Agency Organizational Structure	6
Agency Organizational Chart.....	7
Overview of Agency Performance and Outcome Measures	8
Agency Key Performance Measures	8
Agency Strategic Plan.....	11
Performance Measure Resources	23
Proposing KPM Target Changes	23
Agency Summary of Programs, Clients, Numbers Served, and Key Partners	24
Adult PSRB: Adults found Guilty by Reason of Insanity (GEI)	24
Juvenile PSRB: Juveniles found Responsible Except for Insanity (REI).....	25
Gun Relief.....	25
Civil Commitment.....	25
Sex Offender Classification, Reclassification, and Relief.....	26
Key Partners	27
Significant Issues that Remain Unresolved for 2021-23	28
Major Agency Changes, Budget Drivers, Risks, and Information Technology	28
Major Agency Changes.....	28
Budget Drivers.....	29
Information Technology Projects (also a budget driver)	30
Important Changes to the Agency’s Budget and/or Operations in the Past 6 Years.....	31
2021-23	31
2019-21	32
2017-19	32
Legislation Necessary to Implement Governor’s Budget.....	33
Emerging Issues.....	33
Summary of the Governor’s budget	35

Package 100: Transition to DAS IT.....	35
Package 101: ISS-4, 1.0 FTE	35
Summary of 15% Reduction Options	36
Long-Term Vacancies	36
Link to the agency’s Governor’s Budget to be published on Board’s website:.....	37
Audits	37
Description of How Recent Changes to Agency Budget and/or Management.....	37
Flexibility Affected Agency Operations	37
Supervisory Span of Control Report.....	37
Summary of Proposed Information Technology Projects	37
Summary of Proposed Capital Construction Projects	37
Program Prioritization for 2023-25 (form 107BF23).....	37
Other Funds and ARPA Ending Balance Forms	37
Appendices.....	38
Appendix A: PSRB 2019-24 Strategic Plan.....	38
Appendix B: Annual Performance Progress Report	39
Appendix C: Key Partners	40
Appendix D: Agency 15% Reduction Options.....	41
Appendix E: Program prioritization for 2021-23 (form 107BF23).....	42



Oregon Psychiatric Security Review Board

Agency Mission, Goals, and Historical Context

[Mission Statement](#)

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 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.

[Historical Context](#)

The PSRB 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 delegated additional duties in 2009 and 2013, including firearm records reconciliation/relief; sex offender classification/relief; and supervision and monitoring of certain civil commitments. The Board's program has proven itself to be a safe and cost-effective means for monitoring adults affected by a qualifying mental disorder with a history of committing at least one felony or an "extremely dangerous act." Since its creation and expansion, the Board has established an excellent safety record.

The PSRB has been cited as a national model almost since inception. In fact, the American Psychiatric Association named the PSRB as its Gold Award winner in 1994, recognizing the Board as an outstanding program that has made a significant contribution to the field of mental health by providing a model to others while overcoming challenges associated with limited staff and financial resources. The Board continues to be the successful operation that brought it that accolade almost forty-five years ago.

High-Level Summary

Agency Programs and Services

The Board is a small, quasi-judicial administrative agency that oversees five program areas:

Firearm Restoration: ORS 166.273
Sex Offender Reclassification/Relief: ORS 163A
Extremely Dangerous Persons with Mental Illness (EDPMI); ORS 426.701-2
Responsible Except for Insanity (REI): ORS 419C.520- 419C.544
Guilty Except for Insanity (GEI): ORS 161.295-161.351

For each of these program areas, the Board conducts contested hearings, whereby the Board reviews clinical and risk factors associated with the case and applies them to the relevant law, resulting in an order outlining the Board's findings of fact and conclusions of law. Individuals petitioning for firearm restoration or sex offender reclassification and relief require one hearing before the Board.

For the remaining programs (EDPMI, REI, and GEI), the Board conducts multiple hearings over the course of a person's jurisdiction as prescribed by law to determine whether the person remains appropriately placed under its jurisdiction. In addition, the Board uses hearings to determine the appropriate level of care for each individual: commitment to the Oregon State Hospital (adults)/Children's Farm Home (youth) or conditionally released to a community program, which are available statewide at a full spectrum of levels of care. Once an individual is conditionally released to the community, the Board utilizes its staff to supervise the monitoring and supervision of each individual. This primarily occurs through a collaboration with community mental health programs who submit monthly progress reports, serious incident reports, medication change letters, pass requests, and modification requests. Modification requests that would result in a reduction of a person's conditional release require a hearing before the Board.

Agency Organizational Structure

The Board is currently approved for 10 Board members who are appointed by the Governor and confirmed by the Senate to 4-year terms.

Adult Panel

Name	Position	Original Appointment	Expiration of Term
Scott Reichlin, M.D.	Psychiatrist	06/08/2015	06/30/2025
Trisha Elmer, P.P.O.	Parole and Probation	09/22/2016	06/30/2024
Anne Nichol, J.D.	Attorney	07/01/2017	6/30/2025
Pamela Buchanan, Psy.D.	Psychologist	07/01/2019	06/30/2023
Julie Duke	Public Member	11/19/2021	06/30/2025

Juvenile Panel

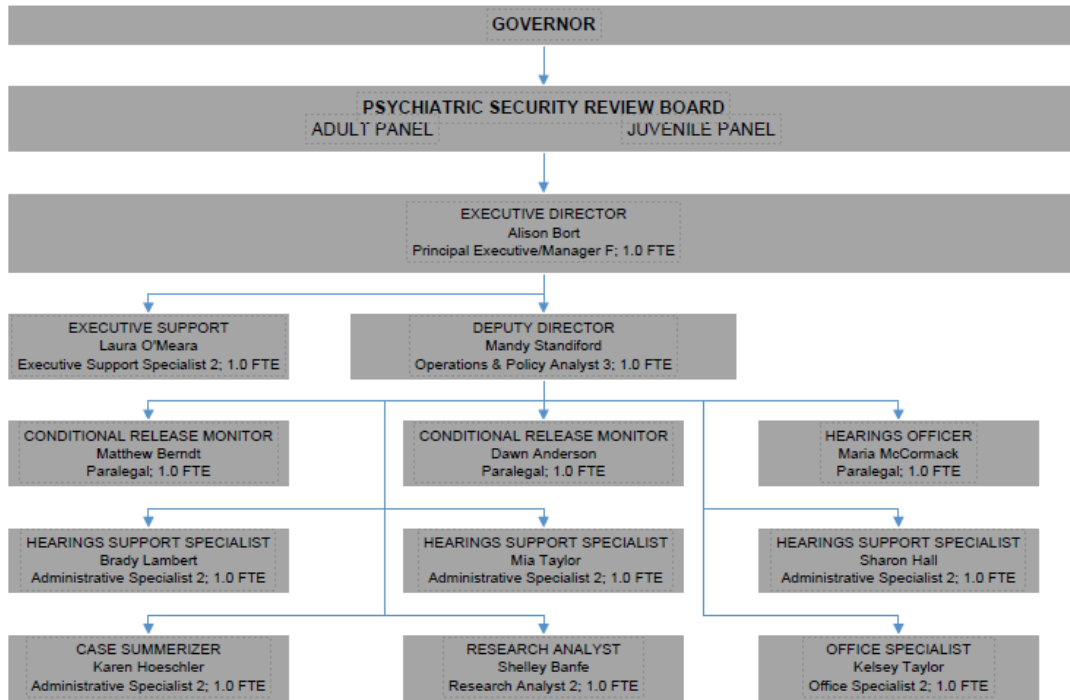
Name	Position	Original Appointment	Expiration of Term
Stewart Newman, M.D.	Psychiatrist	07/01/2021	06/30/2025
Marisha Childs, J.D.	Attorney	11/19/2021	06/30/2025
Cari Boyd	Public Member	11/19/2021	06/30/2025
Karey Casebier, J.P.O.	Parole and Probation	07/01/2022	06/30/2026
VACANT	Psychologist	--	--

12 Permanent, FTE

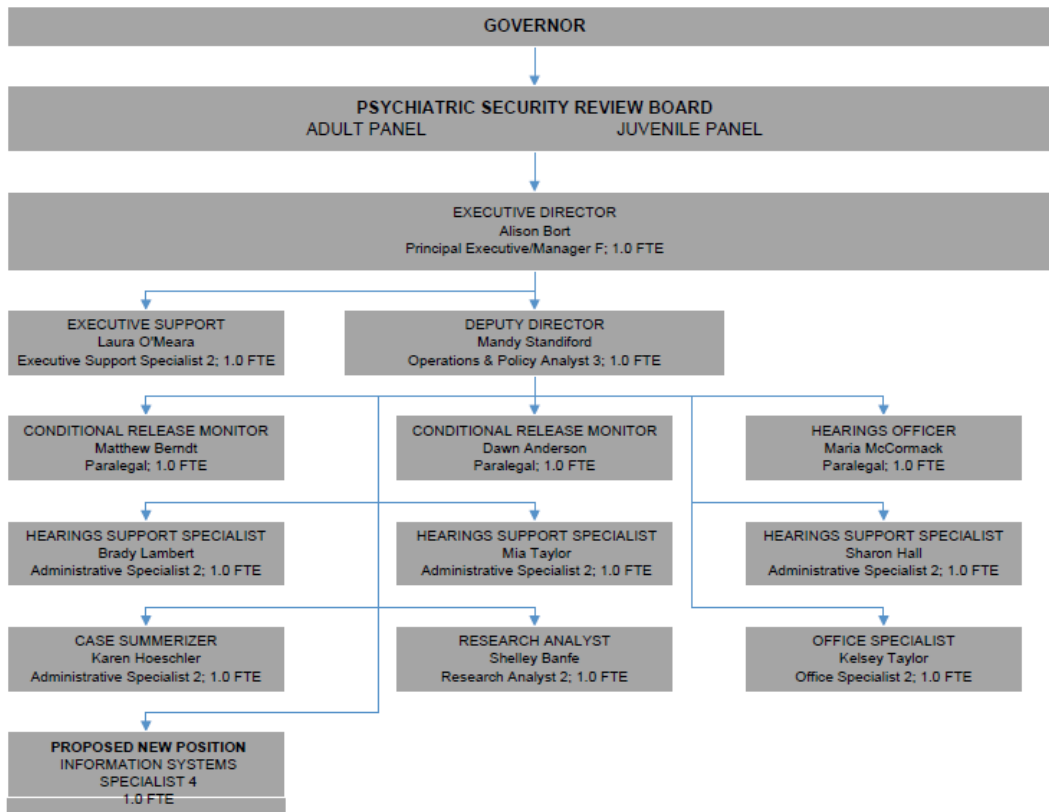
The Board currently has 12 FTEs: Executive Director, Deputy Director (OPA-3), 3 Paralegals, 1 Research Analyst, 4 Administrative Assistant-2s, 1 Office Support Specialist, and 1 Executive Support.

Agency Organizational Chart

2023-2025 ORGANIZATIONAL CHART (Current)



2023-2025 ORGANIZATIONAL CHART (Proposed)



Overview of Agency Performance and Outcome Measures

The PSRB measures its performance and outcomes utilizing its legislative key performance measures as well as its strategic plan.

Agency Key Performance Measures

The PSRB initially established its key performance measures in 1992 when the State first required implementation of this concept. During that process, the Board developed its mission statement, which it amended in 2014 to better reflect its current responsibilities and practices. From the original mission statement, the Board created six performance measures to gauge its success in achieving its mission. Three of the measures were designed to demonstrate the Board's effectiveness; the other three were to reflect its efficiency. Further, although the PSRB is consolidated into one program unit, there are five distinct arenas within it. The first two are Adult GEI and Juvenile REI operations, each of which has two elements: holding hearings and monitoring those on conditional release. The Board ensured that there were outcomes relating to both of those functions and tracked and used that data on a quarterly basis through the end of the 2015-2017 biennium. Because meaningful statistical comparisons became impossible with so few remaining juvenile clients, the 2017 Legislature eliminated the KPM for the Juvenile panel, beginning with the 2017-2019 biennium.

When performance measures became an integral part of the State's budgetary process in 2001, the agency reviewed its mission statement to identify the key measures and intermediate goals it wanted to meet and report. In so doing, the Board noted its fundamental mission and goals had changed little since 1992, so the performance measures developed then remain in effect. The Board members most recently reviewed their key performance measures in October 2022 and found that they continue to effectively capture the Board's core responsibilities. Each measures the Board's progress towards achieving its goals and is based on accurate and reliable data as the agency independently collects the necessary data on a monthly basis.

KPM #1: Recidivism

Since 2011, the Psychiatric Security Review Board (PSRB) has tracked the recidivism rate of adults and juveniles adjudicated GEI and REI, respectively. The recidivism rate reflects the number of individuals under PSRB supervision and on conditional release who are convicted or found GEI of a new felony or misdemeanor within a calendar year. Lower recidivism rates indicate a higher level of public safety associated with the PSRB's conditional release program. The PSRB's recidivism rate offers the legislature and the public assurance that individuals under the Board's jurisdiction are being safely managed in the community setting.

The Board used to track separately the same measures for juvenile clients as it does for its adults: recidivism, conditional releases maintained, and timely hearings. Given the small number of juvenile clients who remain under the Board's supervision, the 2017 Legislature eliminated the need to report these statistics as discrete measures. Therefore, the Board presently incorporates the juvenile recidivism data into the adult recidivism data to arrive at its cumulative average recidivism rate.

Using the Criminal Justice Commission's recalculation of the Board's cumulative recidivism average between 2011-2021, the current cumulative average recidivism rate is 0.61%. Calculations for 2022

are in process and CJC is expected to release that statistic to PSRB in summer 2023.

KPM #2: Timeliness of Hearings

Consistent with past practice, the data for this measure comes from the 2022 calendar year and reflects that the Board is exceeding its target on this measure, both for adult GEI and juvenile hearings. The Board's 341 adult full GEI hearings took place on time 99.71% of the time during 2022, and all four juvenile hearings met their deadlines. The PSRB and its staff take this measure seriously. The timeliness of hearings has implications for each client's due process and communication with victims. In addition, community providers and the Oregon State Hospital count on the PSRB to schedule timely hearings to ensure timely transitions and effective and efficient utilization of resources.

KPM #3: Maintenance of Released Clients

The Board has met this goal consistently over the years, maintaining adult clients on conditional release at a minimum rate of 99% every year. In 2022, the Board averaged nearly 372 GEI clients on conditional release each month for a 99.4% maintenance rate, exceeding its 99% goal under which there is little margin for error.

In 2022, the Board had two juvenile clients on conditional release and maintained both in that status for every month of the year, resulting in a 100% maintenance rate on a 97% goal.

Revocations remain a necessary measure to keep the public safe and ensure a person under the Board's jurisdiction has access to necessary monitoring, supervision, and treatment. The PSRB continues to proactively partner with our community treatment providers to anticipate and intervene in a timely fashion and in the least restrictive way possible to stabilize the client while also ensuring public safety.

KPM #4: Customer Service

The Board's overall score on its last customer service survey (reported for the 2022 calendar year) was 91.67% with 63 responses to its survey. Notably, in 2019 PSRB began surveying its clients more consistently, enclosing customer service surveys with *all* Board orders, regardless of outcome. Given that a significant portion of the Board's clients are either unhappy generally with the PSRB or were unhappy with the decision memorialized in the order, there is a certain degree to which it is reasonable to expect ratings on the survey to go down. In addition, the Board provided a link to its customer service survey to Statewide providers on a monthly basis during the course of its Statewide meeting. The Board also disseminated the survey during its annual forensic conference, the first since 2019. Although efforts to disseminate this survey were plentiful, the Board continues to obtain a small sample size, particularly in light of scheduling 540 hearings as well as several trainings over the course of 2022.

KPM #5: Best Practices

The Board compiles and reports this performance measure on a biennial basis, surveying the Board in the fall of each even-numbered year. The Board reached its goal on this performance measure in

2016 and 2018 and expects to find it has done so again when it surveys the Board members at its annual meeting in September 2020. As of the 2018 survey, PSRB performance on this measure was 97.33%, which exceeded its 95% goal. The agency believes it will be able to exceed the goal again by fall 2020 and the subsequent, early 2021 report. The Board's values, as outlined in its strategic plan, include due process, research, and partnership, all three of which will enhance the Board's ability to develop and adhere to best practices.

The remaining arenas are the gun relief operations/records reconciliation, civil commitment and the sex offender classification/relief operations; all relatively new responsibilities. At this point, the Board has still not held enough hearings in these arenas to warrant a dedicated performance measure. For example, since 2010, the Board has processed 17 petitions and conducted 14 hearings for the restoration of firearm privileges (10 granted; 4 denied). The civil commitment responsibilities have existed since 2013, with 90 hearings occurring since 2019. The key performance measures do not account for the timeliness of these hearings; however, this population can complete the customer service survey, and the reported results includes those. Only three sex offender relief hearings have been requested and completed. Data availability for those will depend on the number of affected clients and former clients who avail themselves of the opportunity to petition.

[Agency Strategic Plan](#)

In 2019, the Board launched its Strategic Plan, outlining its vision and the key initiatives it will pursue in carrying out its public safety mission and its above-mentioned key performance measures through 2024. Please refer to the full plan in [Appendix A](#)

Summary of Key Initiatives

INITIATIVE 1: KPMs 1, 3, 4, 5	Use research and best practices to develop legislative and program changes that improve and standardize how clients enter and lapse or discharge from the PSRB system and how the PSRB system treats victims.
INITIATIVE 2: KPMs 1, 3, 4, 5	Influence identification and adoption of best practices for working with PSRB clients across the State.
INITIATIVE 3: KPMs 4, 5	Equip Board members with the tools, training, and support to help them make consistent, reasoned decisions while promoting procedural fairness and due process in a trauma-informed environment.
INITIATIVE 4: KPMs 1, 3, 4	Help stakeholders/partners (e.g., counties, law enforcement, district attorneys, local criminal courts, local hospitals) understand their rights and roles when working with PSRB clients.
INITIATIVE 5: KPMs 1, 2, 3, 4, 5	Provide PSRB staff with an inclusive, collaborative, and safe office environment, where they have the training, resources, and communication necessary to effectively perform their job duties; receive timely, constructive feedback and praise; and have opportunities for professional development and growth.
INITIATIVE 6: KPMs 1, 2, 3, 4, 5	Expand, streamline, and make the PSRB's programs, research, and business needs more efficient by adopting secure, mature technology that is consistent with the State Chief Information Office's vision and adheres to requisite compliance standards.

Summary of Progress through June 2022

Goals (Linked to Initiatives)	Outcomes Endorsing Success of Goal
<p>Goal 1.1: Form a collaborative legislative workgroup to examine system challenges and make comprehensive, system-fixing recommendations</p>	<ul style="list-style-type: none"> • Developed a scope document for the workgroup that addresses: <ul style="list-style-type: none"> ○ Pre-jurisdiction/Front Door: Issues related to inappropriate GEI adjudications ○ Discharge/Back Door: Issues related to clients still deemed to have a qualifying mental disorder and are a danger to others at their discharge date or clients who no longer meet jurisdictional criteria but are nevertheless deemed dangerous by virtue of a non-qualifying mental disorder. ○ Post-jurisdiction: Examining data related to recidivism post-PSRB jurisdiction • Developed and maintains a document that captures potential legislative and rules changes that may refer to other workgroups.
<p><i>Progress 2019: Convened PSRB Legislative Workgroup</i> <i>Progress 2020: Convened PSRB Legislative Workgroup</i> <i>Progress 2021: Completed PSRB Legislative Workgroup; Published full report and recommendations in December 2022</i> <i>Progress 2022: Use MS Teams to track future legislative concepts in a shared document.</i></p>	
<p>Goal 1.2: Examine procedural fairness and implement trauma-informed practices for victims of those adjudicated GEI/REI</p>	<ul style="list-style-type: none"> • Established a victim-centered process toward healing consistent with our legislative mandate under ORS 161.398. • Partnered with the Attorney General’s Victim Task Force to develop clearer policies and procedures related to victim impact statements, victim requests, no-contact orders, and fair treatment for both victims and clients.
<p><i>Progress 2019-2022: Executive Director continues membership on the Attorney General’s Task Force on Victims Rights Enforcement.</i> <i>Progress 2022: Strengthened protocols to ensure outreach and education to DA Victim Services Programs related to PSRB civil commitment cases (ORS 426.701) to enhance victim notification and support during PSRB hearings.</i> <i>Progress 2022: AGVTA discussions to identify and implement a more streamlined and effective Victim Notification Process—for all victims, but including victims associated with post-conviction GEI cases (i.e., PSRB). Considered trauma-informed care principles when developing the Remote Hearings Guide.</i></p>	

<p>Goal 1.3: Streamline policies and procedures associated with the PSRB Civil Commitment</p>	<ul style="list-style-type: none"> • Developed legislative concepts to fix challenges associated with PSRB Civil Commitments. • Developed a protocol to approach PSRB Civil Commitment cases systematically and consistently. • Hired new staff to lead the PSRB Civil Commitment program. • Examined the OARs associated with the PSRB Civil Commitment program and recommended rule changes. • Improved information-sharing process to assist with initiating PSRB Civil Commitment petitions.
<p><i>Progress 2019-2021: Discussed challenges, created a sub-workgroup, and made recommendations in the PSRB Legislative Workgroup regarding PSRB Civil Commitments.</i></p> <p><i>Progress 2021: Co-developed SB 205, a legislative concept that was born out of the PSRB Legislative Workgroup that passed during the 2021 Legislative Session. Implemented an internal protocol to ensure that recommitment judgements are received so that initial hearings before the PSRB could be scheduled and held in a timely manner.</i></p> <p><i>Progress 2022: Developed and passed administrative rules that clarified civil commitments and implemented changes related to SB 205.</i></p>	
<p>Goal 2.1: Examine Oregon’s Specialty Court Standards, other criminal justice/behavioral health models, and research to strengthen standards of practice for monitoring, supervising, and treating PSRB clients.</p>	<ul style="list-style-type: none"> • Developed a key component guide for community-based PSRB programs. • Revised and kept current its Conditional Release Handbook for case monitors.
<p><i>Progress 2021-2022: Engaged in preliminary discussions with Oregon Health Authority’s Health Systems Division to recommend developing administrative rules under the OHA Behavioral Health Services, Outpatient Behavioral Health Services (Chapter 309, Division 19) that prescribe minimum competencies and standards of practice for professionals providing treatment, monitoring, and supervision to the PSRB population.</i></p>	

<p>Goal 2.2: Ensure that all case monitors and treatment providers servicing GEI clients have a basic minimum competence in the areas of risk assessment and forensic mental health.</p>	<ul style="list-style-type: none"> • Developed an onboarding training manual—to be completed within 6 months of hire—that includes training on the following key topics: <ul style="list-style-type: none"> ○ Key Components for a successful PSRB program (once developed in Goal 2.1) ○ Trauma-Informed Care ○ Criminogenic Factors ○ Risk Needs Responsibility Model ○ Correct Use and Interpretation of START and Other Risk Instruments ○ Feedback-Informed Treatment • Developed webinars on advanced training topics. • Completed annual site visits (director, deputy, key partners from Oregon Health Authority) to provide site training and support leading to shared understanding, application of best practices, and strengthened partnerships. • Developed a training handbook, and coordinates collaboration opportunities (e.g., with OSH prescribers) for community prescribers. • Held annual or biannual PSRB forensic conferences for OSH and community providers.
<p><i>Progress 2019: Partnered with OHA/HSD to hold the 2019 PSRB Forensic Conference</i></p> <p><i>Progress: 2019-2021: Discussed challenges and made recommendations within the PSRB Workgroup Legislative Report regarding community resources.</i></p> <p><i>Progress 2020: Partnered with OSH, OHA HSD, and professionals to develop START (risk assessment) webinar with the goal of increasing inter-rater reliability with scoring and interpreting the instrument.</i></p> <p><i>Progress: 2021-Current: Established quarterly partnership meetings with OHA and OSH leadership to discuss barriers and opportunities for community placement development for the PSRB population.</i></p> <p><i>Progress 2021: Developed a streamlined “welcome” letter for all new case monitors that includes several suggested training and resources for newly hired case monitors. Developed a PSRB “201,” which provides a comprehensive training that covers all the roles and responsibilities of case monitors. Developed 5 advanced topic webinars, each on distinct topics related to the roles and responsibilities of case monitors.</i></p> <p><i>Progress 2022: Developed 1 in-depth webinar (so far) on a distinct topic related to the roles and responsibilities of case monitors.</i></p>	

<p>Goal 2.3: Enhance opportunities for feedback, collaboration, and understanding of program practices across the State</p>	<ul style="list-style-type: none"> • Regularly highlighted, featured, or acknowledged (via website or statewide meetings) positive program accomplishments or practices happening in PSRB programs and/or the state hospital. • Established a voluntary “open hours” consultation group for providers to enhance shared learning, problem-solving, and support. • Established a peer-alumni group or other resource for the Board to obtain feedback from the clients it oversees. • Revised and expanded the Conditional Release Guide to include more information about community-based residences and programs. • Collaborated with the Oregon State Hospital to put on a conditional release fair for clients to learn more about conditional release placements. • Developed bench cards for judicial officers. • Increased JPSRB admissions and petitions for relief.
<p><i>Progress 2019-2022:</i></p> <ul style="list-style-type: none"> • <i>Held monthly, statewide community provider meetings in partnership with OHA (Health Systems Division and Oregon State Hospital), which include opportunities for consultation.</i> • <i>Offered countless consultations/trainings to community providers on an ad hoc basis (daily phone calls, planned trainings)</i> <p><i>Progress 2021-Current: Established weekly partnership meetings with OSH social worker leadership and OHA, Health System’s Division Forensic to identify and resolve barriers related to conditional release planning and placements.</i></p>	
<p>Formalize Board member on-boarding and create opportunities for ongoing professional development.</p>	<ul style="list-style-type: none"> • Developed a comprehensive onboarding protocol for new Board members. • Developed, deployed, and kept current a comprehensive practice manual incorporating past legal advice. • Developed, deployed, and kept current a policy handbook for hearings that incorporates both statutes and applicable case law. • Provided periodic (at least annually) Board refreshers and new topic trainings including, but not limited to new laws, judicial ethics, unconscious bias, and case law updates, as needed by the Board. • Developed a peer mentor program connecting newer Board members with more experience. • members.

Progress 2019-2021:

- *Coordinated and held annual Board member retreats that provided training on several topics.*

Progress 2021:

- *Onboarded four new Board members*
- *Created an onboarding and training checklist draft*
- *Examining benefits and costs associated with Board Member (and Executive Director) membership with the National Association of Hearing Officials.*

Progress 2022:

- *Onboarded one new Board member*

Goal 3.2: Integrate Trauma-Informed Care principles into hearing proceedings

- Engaged Board members and staff in trauma-informed care training.
- Used a Trauma Informed Care screening tool to assess and establish a baseline from which to make improvements to PSRB hearings and other agency practices.
- Identified changes that will increase Board and staff trauma-informed care practices and develop a timeline for implementation.

Progress 2020:

- *Board members participated in Trauma Informed Oregon's Introduction to Trauma Informed Care (TIC) Online Training Modules.*

Progress 2021:

- *Developed a Remote Hearings Guide, which contemplated trauma-related impact of in-person hearings on clients under the PSRB as well as victims who participated in the hearings.*

Goal 4.1: The executive director or designee will establish a systematic approach to reach out routinely to legal communities and law enforcement across

- Identified venues, conferences, or other settings to provide PSRB 101 trainings to legal professionals.
- Developed a contact list of statewide legal professionals to which to send important legal updates, fact sheets, or other information relevant to the PSRB and legal community partnership.
- Revised and kept current templates, fact sheets, and handbooks for use by those in the

the State to strengthen collaboration and provide updated information, education, or other training related to agency operations.

legal community.

- Developed inter-agency protocols to enhance effective communication with law enforcement and the legal communities.
- Established a protocol to enhance communication and better collaborate with the criminal courts to ensure that new clients are effectively transitioned to PSRB's jurisdiction.

Progress 2019-2022: PSRB 101 Formal Presentations:

	2019	2020	2021	2022
<i>Community Providers</i>	<i>I</i>	<i>II</i>	<i>IIII</i>	<i>I</i>
<i>Legal Community</i>	<i>III</i>	<i>II</i>		
<i>Law Enforcement</i>	<i>II</i>		<i>I</i>	
<i>Forensic Evaluators/ Graduate Students</i>	<i>II</i>	<i>II</i>	<i>III</i>	<i>II</i>
<i>OSH/Local Hospitals</i>		<i>III</i>	<i>II</i>	<i>I</i>

Progress 2019

- *Consulted and entered into an inter-agency agreement with the Criminal Justice Commission (CJC). Using their expertise in analyzing and reporting recidivism for other criminal justice agencies, the CJC developed a method to collect raw data more efficiently and widely for the PSRB to corroborate past calculations of recidivism. The PSRB will continue to use this methodology to calculate its recidivism rates.*

Progress 2019-2021:

- *Discussed challenges and made recommendations in the PSRB Legislative Workgroup regarding court conditional releases.*
- *Codeveloped SB 206, a legislative concept that was born out of the PSRB Legislative Workgroup that passed Progress 2019:*
- *Partnered with Oregon Judicial Report to receive a weekly report of newly adjudicated Guilty Except for Insanity cases and a monthly report of defendants filing notice of intent to rely on a mental illness.*

Progress 2020:

- *Developed a presentation and working model to partner with Unity Behavioral Health (can be used for other local hospitals) when a PSRB client on conditional release is in crisis (updated and provided presentation to UBH in 2022).*

Progress 2022:

- *Developed and passed administrative rules that clarified court conditional releases and implemented changes related to SB 205.*

Progress 2022: Created or updated the following templates:

- *GEI and PSRB Civil Commitment Sample Orders*

- *Application for Hearing*
- *Application for Community Evaluation*
- *PSRB Court Conditional Release Consultation Report*

Goal 4.2: Increase understanding of PSRB’s “revocation of conditional release” protocol among our community providers, law enforcement, county crisis teams, and local hospitals.

- Developed accessible, routinely reviewed and updated inter-agency protocols.
- Developed contingency plans for when a client’s immediate transportation to a specified placement cannot be executed

Progress 2019-2021:

- *Discussed challenges and made recommendations in the PSRB Legislative Workgroup regarding coordination with law enforcement during a crisis and/or revocation.*

Progress 2021:

- *Developed a guiding rubric that cites and summarizes law enforcement and case monitor authority for intervention with respect to PSRB clients on conditional release who are in crisis. Developed and presented to PSRB case monitors on the topic of Revocation (available at any time).*

Goal 5.1: Develop, deploy, and keep current internal policies and procedures

- Compiled a table of contents of all current internal policies and procedures.
- Examined the need for additional internal policies and procedures and developed a plan for creating those deemed necessary.
- Developed a timeline for reviewing, updating, adding, and removing policies and procedures.
- Created and maintained a shared office binder that can be easily accessed and used (e.g., in staff meetings, workgroups) by all staff.

Progress 2021:

- *Created Appeals Process Guide*
- *Created Gun Relief Process Guide*
- *Created and launched Remote Hearings Guide*
- *Created Working Remotely Guide*
- *Established weekly case monitor meeting to better track action items related to hearings and community crises.*
- *Established weekly hearings team meeting to ensure consistent adherence to PSRB policy and procedures related to preparing exhibit files for PSRB hearings.*

Progress 2022:

- *Established paralegal team meetings to review and update forms, protocols, processes and to ensure even distribution of workload across agency staff.*
- *Created Hearings Process Guide*
- *Formalized exhibit redaction policy and procedure.*

Goal 5.2: Implement a PSRB Succession Plan

- Developed a succession planning strategy that assesses and forecasts workforce needs by identifying critical positions and developing competencies to meet those needs.

Progress 2020:

- *Established expectation for all agency staff to develop a desk manual development.*

Progress 2020-Current:

- *Established standardized professional goal for each staff member to maintain/keep their desk manual.*

Progress 2021-2022:

- *Management review of internal processes with staff that entailed a series of team meetings using LEAN principles.*
- *Used the team meetings to develop process guides (see Goal 5.1)*

Goal 5.3: Provide timely, constructive feedback about employee performance from supervisors, opportunities for professional development, and clear expectations about their job duties.

- Examined and revised the agency's performance appraisal process to improve opportunities for goal setting, constructive feedback, praise, and training/skill building needs.
- Identify and use a (not-yet-identified) tool periodically to assess employee satisfaction and provide management with employee feedback.
- Employees provide feedback via a (not-yet-identified) tool indicating that they are satisfied and have the tools necessary to do their jobs well.

Progress 2020:

- *Launched structured, monthly supervision with each staff.*

Progress 2021:

- *Management participated in trainings on the Performance, Accountability, and Feedback Model.*

Progress 2022:

- *Management launched the Performance, Accountability, and Feedback Model with agency staff.*
- *Management established quarterly check-in practice with each staff*

Goal 5.4: Promote wellness, self-care, and safety in the PSRB 's office environment

- Team building and self-care/wellness integrated into weekly staff meetings.
- A Trauma-Informed Care (or similar) tool used to assess the workplace environment and determine what changes could improve workplace comfort and safety.
- An employee wellness committee that is actively represented at team meetings.

Progress 2019-2022:

- *Launched annual staff retreats*
- *Integrated staff appreciations, accomplishments, gratitude, successes into staff meetings*

Progress 2020:

- *Developed and supported transition from in-office to hybrid/full-remote work operations*
- *Implemented staff huddles and other measures to stay connected to team throughout the pandemic*

Progress 2022:

- *Officially transitioned to hybrid working model—providing the opportunity for 83% of staff to work remotely*
- *Integrating a team-building activity into staff meeting at least one time/month*
- *Scheduling time for the DAS Office of Cultural Change to conduct a staff training on the PSRB's Affirmative Action Plan.*
- *Held annual staff retreat*

<p>Goal 6.1: Partner with CIO's office to develop and implement an agency-specific Information Technology Plan</p>	<ul style="list-style-type: none"> • Completed a technological needs assessment. • Developed a timeline and budget proposal for purchasing and implementing new technology. • Implemented the use of secure email in its regular business practices. • Developed, deployed, and kept current a process for ensuring compliance with security/confidentiality mandates and best practices
<p>Goal 6.2: Streamline the PSRB hearings process by identifying and implementing hearings management software</p>	<ul style="list-style-type: none"> • Automated docketing process. • Streamlined witness identification and coordination efforts • Set up a process that allows us to complete the majority of orders within 48 hours of Board decisions.
<p><i>Progress 2019</i></p> <ul style="list-style-type: none"> • <i>Recruited AS-2, part-time temp to examine/build a support role for the Hearings Officer.</i> <p><i>Progress 2021</i></p> <ul style="list-style-type: none"> • <i>Submitted a policy option package for AS-2, full-time, permanent position to support Hearings Officer</i> • <i>Hired and onboarded AS-2</i> <p><i>Progress 2022</i></p> <ul style="list-style-type: none"> • <i>Overhaul and transitioned docket to a shared (TEAMS), excel spreadsheet that serves as the single source of all data related to hearings docket, schedule, planning, notice, tracking, results, orders, and statistics.</i> • <i>Developed templates to allow for mail merge from the excel spreadsheet.</i> • <i>Agency has access to secure email with the Microsoft 365 migration.</i> 	
<p>Goal 6.3: Invest in software that increases efficiencies, uses secure and electronic storage and communications, and reduces waste</p>	<ul style="list-style-type: none"> • Implemented ORMS (Oregon Records Management Solution) technology. • Implemented remote access to the shared network, reducing reliance on email, use of flash drives, and printing otherwise-available files; increased efficiency by working on/saving documents to oneplace. • Centralized electronic storage systems to eliminate superfluous programs (e.g. Document Mall) and reduced costs. • Reduced on-site space required for storing paper files. • Provided electronic interfaces with partners to simplify and speed up document sharing.

Progress 2019:

- *Procured ORMS and initiated phase one (saving our current client files) following hearings.*
- *Minimal progress has been made related to full implementation due to staffing limitations and other agency priorities.*
- *Agency transitioned to 100% remote access to the shared network—use of flash drives and need to take any documents out of the office has been eradicated.*

Progress 2021:

- *Engaged in several meetings to examine replacement of the agency’s filesharing system (Ricoh—Document Mall) due to notice of it phasing out as of October 2021.*
- *Document Mall is no longer being used.*

Progress 2022:

- *Following several setbacks, discussions, planning, and negotiations, procured contract for File Cloud (administered by Amazon Web Services) (June 2022).*
- *The system will be the agency’s new file sharing system that complies with the privacy/confidentiality requirements of the agency’s data.*
- *This filesharing software not only allows the agency to securely send files but will also provide our community partners with an alternative method to share documents (currently, all documents from external partners are emailed or faxed) (an outcome associated with Goal 6.4).*
- *Training and implementation planned for the second half of 2022.*

Goal 6.4: Modernize our database to allow for more complex system communications, case tracking capabilities, and streamlining/more effective preparation for hearings

- *Outcomes Endorsing Success —PSRB has:*
 - Completed a cost-benefit analysis of our current Access database and other comparable systems.
 - Expanded data that can be used to recommend legislative and programmatic changes.
 - Decreased emails from providers through a centralized, electronic method of submitting monthly reports, incident reports, and other documentation.

Progress 2020-Current:

- *Ongoing partnership meetings with DAS EIS; procurement; state agencies to identify options to replace the ACCESS database that serves as the agency’s case management system.*
- *Successfully attained remote work capabilities to comply with emergency orders and directives related to the COVID-19 pandemic.*

Progress 2021:

- *Identified potential vendor (In Lumon) to replace ACCESS database and began developing a project plan and cost analysis.*
- *Submitted policy option package (denied).*
- *In Lumon negotiations fell through, and no other vendor has been identified to date.*

- *Successfully migrated to Microsoft 365.*

Progress 2022:

- *Preparing policy option package for 2023-25 to request funding for a 1.0 FTE, permanent ISS-4 due to increased demands for IT support and to fund agency contract with DAS-IT due to current service provider going out of business and inability to support enterprise requirements.*

Goal 6.5: Establish partnerships with academic or other institutions to expand opportunities for data analysis and system improvements.

- *Outcomes Endorsing Success—PSRB has:*
 - Established a shared vision, mutual goals and objectives with an academic institution.
 - Developed a research plan that outlines our research interests, action plan, and timelines for action.
 - Integrated research interests and research findings into PSRB presentations.
- Submitted posters, papers, or panel presentations to professional conferences.

Progress has been limited due to other agency priorities and lack of staffing support to put together a project plan. In part, the lack of staffing support is attributed to significant turnover within the agency since 2019 and the onboarding and training of new staff. This continues to be an important priority for the agency and should be attainable with the current staffing levels.

[Performance Measure Resources](#)

Please refer to the agency’s strategic plan found in [Appendix A](#)

Please refer to the agency’s approved key performance measures report found in [Appendix B](#).

[Proposing KPM Target Changes](#)

The Board is not proposing any changes to the target measures at this time.

Agency Summary of Programs, Clients, Numbers Served, and Key Partners

The PSRB is one program unit containing five distinct programs within it, described below in more detail. As one program unit, the Board's base budget reflects the costs from the State's General Fund of performing the two primary aspects of its program: conducting hearings and monitoring and supervision; as well as responsibilities associated with gun relief, sex offender designation/relief, and supervising and monitoring PSRB's civil commitment clients.

Adult PSRB: Adults found Guilty by Reason of Insanity (GEI)

The Board's largest and longest-running program serves adult clients who were adjudicated Guilty Except for Insanity for a felony. The length of jurisdiction for GEI clients is typically equal to the maximum period they could have received if found guilty. As of January 1, 2023, there are 629 individuals in this program, of whom 366 are on conditional release status in the community. The Board's Adult Panel provides the judicial decision-making for this program, which is supported by the Board's staff. Under this program, the Adult Panel is responsible for monitoring the psychiatric and physical health and treatment of the GEI population. These duties include: (1) holding hearings as required by law to determine the appropriate status of persons under Board jurisdiction; (2) overseeing the supervision of persons placed on conditional release in the community; (3) modifying or terminating conditional release plans; (4) maintaining and keeping current medical, social, and criminal histories of all persons under the Board's jurisdiction; (5) observing the confidentiality of records as required by law.

The primary way in which the Board delivers services to its population is by conducting hearings. The various types of hearings and required timeframes are set out in statute. Except in extraordinary cases, only three of five members sit as a panel to hear a particular day's docket. Issues considered at hearings include whether: the individual continues to suffer from a qualifying mental disorder; the individual continues to present a substantial danger to others; and the individual is appropriate for conditional release. On each hearing day, the Board also handles administrative review hearings for which the client is not present, but which require staff preparation and the Board's review and deliberation. In making its decisions, the Board's primary purpose is to protect society. Clients may appeal the Board's decision directly to the Court of Appeals which accounts for most of the Board's "Attorney General Costs" line item.

The Board is also responsible for monitoring clients on conditional release. Managing this workload requires PSRB staff to have robust knowledge of the available resources across the state to assist treatment providers in identifying a placement where a client will be the safest and most successful in the community setting. This includes everything from housing options across the continuum of care to specialty or culturally-specific treatment services, and requires an understanding of how these resources can be funded. The other aspect of this is managing the public safety concerns. For instance, PSRB staff members are keenly aware of each client's instant offense, and they stay abreast of the types of environments that may increase a client's risk for recidivism (e.g., proximity to destabilizing influences, a place where a victim frequents, overly stimulating neighborhoods). In addition, PSRB staff actively monitor for warning signs of psychiatric instability through reviews of monthly reports, use of the Law Enforcement Data System (which provides staff with an immediate report when police personnel run a PSRB client's name), and proactive discussions with treatment providers about individual risk factors such as medication changes or non-adherence, changes in

mental status, violations of conditional release requirements, relapses, or other significant stressors.

Embedded within the Adult PSRB program is the Board’s Restorative Justice Program. In 2017, Senate Bill 65 passed, providing the PSRB with the authority to develop a restorative justice program to assist the recovery of crime victims when a person is found guilty except for insanity of a crime or responsible except for insanity for an act. The legislation permits the Board to enter into a contract with a non-profit educational institution or other nonprofit organization with the ability to administer a restorative justice program. It also permits the Board to adopt rules to carry out the provisions of this section. This program has proven to be cost-prohibitive, an unrealistic undertaking for the agency as it was intended and has garnered minimal interest from victims. The agency primarily partners with the Department of Justice’s Post-Conviction Advocacy Program and defers to that program to refer victims interested in restorative justice-related programming.

[Juvenile PSRB: Juveniles found Responsible Except for Insanity \(REI\)](#)

Like the Board’s Adult Panel, the Juvenile Panel is multi-disciplinary, with five members with the same professions as the Adult Panel, but with a required focus on juvenile experience, practice and law. Its enabling statutes contemplate similar themes in terms of operation with mandated—but more frequent—hearings and required monitoring of youths placed in the community. The Juvenile Panel currently has three young persons under its jurisdiction, one of whom are on conditional release. The length of jurisdiction for these clients is the maximum sentence for the crime in which they could have been found guilty or until they are 25 years of age, whichever is smallest. The Juvenile Panel has the same responsibilities to conduct hearings and monitor the youth on conditional release as the Adult Panel has for adults.

[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, in 2021 there were approximately 30,000 Oregon “mental health determinations” in the national database. Since its inception, the PSRB has processed 17 petitions and conducted 14 Gun Relief hearings, one of which occurred during the current biennium. 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. The PSRB has served 35 total individuals under this statute.

As of January 1, 2023, there are 29 individuals under PSRB jurisdiction who were civilly committed under ORS 426.701 and 426.702:

Year	Number of New Commitments
2019	5
2020	4
2021	5
2022	6

Of the 29 current individuals, seven are living in the community on conditional release while the remaining are committed to the Oregon State Hospital. The agency’s current staffing can effectively manage this caseload; however, the workload continues to increase over time. Since 2019, the Board has held 80 hearings on civil commitment matters, 54 (67.5%) of which took place in 2021-2022, indicating a growing caseload for the Board and its staff. The Adult Panel conducts these hearings.

[Sex Offender Classification, Reclassification, and Relief](#)

ORS 163A.105, requires all PSRB sex offenders to be classified with a risk determination. The Board utilizes internal staff to complete the large majority of these risk determinations, outsourcing assessments that require specialty credentials. The agency has completed the classification process for 21 individuals during the 2021-23 biennium. The agency believes it is sufficiently resourced to manage these classifications in the 2023-25 biennium.

As of January 1, 2019, the Board established, as required by this statute, a hearings process for registrants to petition to Board to reclassify or relieve the petitioner from registration requirements. Since that time, the Board has conducted three such hearings. Due to the infancy of this program, it remains too soon to determine the long-term demand for hearings under this law, but the Board believes it is sufficiently resourced to efficiently manage the hearing demands during the 2023-25 biennium. The Adult Panel conducts the reclassification and relief hearings.

Key Partners

Due to its mission and mandate, the Board serves several constituencies in addition to individuals under its jurisdiction, each of which has a unique perspective on or interest in the Board's function. [Appendix C](#) provides another perspective of the Board's Key Partners.

Health Systems Division (OHA)	County Victim Advocates	Children's Farm Home
Oregon State Hospital (OSH)	Mental Health Advocacy Groups	Law Enforcement
Community Mental Health Programs	Oregon District Attorneys Association	OR Department of Indigent Defense
Victims	Oregon Judicial Department	Local Hospitals
OR DOJ, Trial Division	Certified Forensic Evaluators	Residential Programs
Public Defense Services	County Legal Communities	Association of CMHPs
OR Dept. of Human Services (ODHS)	OR DOJ, Victim Services	Oregon Council of Behavioral Health

Significant Issues that Remain Unresolved for 2021-23

The Board does not anticipate any significant, unresolved issues for 2021-23.

Major Agency Changes, Budget Drivers, Risks, and Information Technology

Major Agency Changes

Office Relocation

The Board currently occupies a leased property in Downtown Portland. This location was originally selected because it provided an opportunity for clients on conditional release to attend hearings before the Board in-person and can be easily accessed by clients and a variety of stakeholders via public transportation. The Board secured its lease for the property in 2012, following the economic downturn in 2009 and negotiated a relatively low rent. Over the past ten years, the Board explored the costs associated with moving the agency and it was confirmed that the rent being paid was well below the market price. With the end of the lease approaching in December 2022 and the changes to remote hearings and remote work, agency leadership procured services with DAS Real Estate, and ultimately determined that the benefits of relocating the office outweighed the benefits of renewing the current lease. The agency presently occupies an office that is approximately 3,672 square feet and is exploring office space that is closer to 3,000 square feet, which will presumably be less costly over time. A reduction in office space is consistent with the agency's expansion of remote work, transition to remote hearings, and anticipated progress toward decreasing paper-based and increasing cloud-based operations. An additional benefit to relocation is increased psychological safety for staff, many of whom have reported incidents of harassment and trauma that occurs in the surrounding areas of the office, which is in downtown Portland, while coming to or leaving work or while on their breaks. Relocating will also provide access to free parking. The agency expected to occupy the new property in January 2023; however, due to a series of delays outside the agency's control, the occupancy date has been postponed to July 1, 2023.

Remote Hearings

With the onset of the COVID-19 pandemic, the agency was forced to quickly transition from holding its hearings in person to holding them remotely. The transition to remote hearings provided the agency, stakeholders/partners, victims, clients, and the public with a variety of fiscal and other benefits to such an extent that the Board formally changed its administrative rules to reflect that all hearings, with minimal exception, will now be held remotely. In terms of the fiscal impact, this change eliminates the need for funding for an agency car, the costs associated with parking/driving/maintenance with that car, the mileage reimbursement to Board and staff members to travel for hearings, and the costs associated with parking validation for the Board, witnesses and victims on hearings days. This change also provides significant savings to the Oregon State Hospital since they no longer need to provide security and other staffing for the purposes of the Board hearings that were held weekly on the OSH campus.

Remote Work

While COVID-19 ultimately had little impact on agency operations and meeting performance

measures, it did have a significant fiscal impact related to supporting staff to work remotely that were not offset by the savings associated with the remote hearings transition. It is anticipated that these increased costs will remain indefinitely, particularly given the State's launch of "Work Reimagined," which highlights and encourages the ability for state employees to work remotely. Accordingly, the PSRB adopted new policies and procedures to enhance the ability for staff to work remotely. Costs associated with this change are largely related to ensuring staff have the technology and equipment necessary to work from home. As policies and procedures regarding remote work evolve, there may be additional costs associated with supporting this model (e.g., agency cell phones for multi-factor authentication, ergonomic office equipment).

Budget Drivers

Increased Caseload Projected across Programs (2023-25)

According to the Spring 2023 final forecasts conducted by the Office of Forecasting, Research, and Analysis, the PSRB's civil commitment population as well as its adult GEI population are projected to grow over the course of the 2023-25 biennium. This growth was recognized during the 2021 legislative session, and the agency prepared by requesting funding for an additional FTE to support the rising workload it was experiencing. The main risk of an increased caseload is that hearings would not be set within statutory timeframes. In addition, given our small workforce, an increased workload in the absence of adequate staffing contributes to staff burnout as well as other agency priorities that must be put aside to ensure that statutory hearing timelines are met. For example, the Executive Director has had limited ability to engage in outreach, training and education efforts due to assistance needed to attend to the day-to-day operations of the agency. Moreover, staff resources diverted from community oversight to hearings preparation has negative implications for public safety.

Presently, the agency believes it is adequately resourced for its current workload with respect to hearings operations for the 2023-25 biennium, but is cognizant that a recent federal order could significantly increase its civil commitment population. At a hearing on August 29, 2022, Federal District Court Judge Michael Mosman issued a ruling intended to bring OSH into compliance with the Mink Order, which requires OSH to admit and assist patients for competence restoration within seven days. The order was sought by Disability Rights Oregon (DRO) and Metropolitan Public Defender (MPD) and was designed to reduce time to admission for people waiting for hospital care while in jail by: (1) prioritizing forensic admissions until the hospital reaches compliance with the Mink order, and (2) limiting the length of restoration in alignment with national trends. In effect, the order provides that the maximum duration of commitment for restoration for aid and assist patients whose most serious charge meets the definition of a "violent felony" under ORS 137.700(2) is one year (cf. current statute provides a three-year maximum). It has been speculated that this reduction in restoration timeframes could lead to increased petitions for the PSRB's civil commitment population under ORS 426.701. Since that ruling, the Board has only received one new civil commitment. It is too early to determine whether there will be a larger increase over the course of the next year.

Increases in caseload involve factors that are beyond the control of the Board. The Board accommodates these increases by adding additional hearings to the docket. The outcome is an increase in workload to prepare for any given hearings-day as well as the length of time Board

members work on that day. The Board continues to average 8 full hearings per hearing day (plus 6-8 administrative matters), and it is not uncommon for the Board, its staff, attorneys, and OSH to work past regular business hours. The Board considered adding hearing days; however, this increases the costs to Board member stipends and would require Board members, many who have other work/personal commitments outside of the agency to commit an additional day of work during the week. This could also be a challenge to schedule for the Oregon State Hospital, attorneys and witnesses. During the current biennium, the Board has taken significant steps to improve the management of their docket and to ensure that all hearings scheduled will actually be heard on the day they are scheduled. These efforts are strengthened with good communication from the attorney representatives and clear and informative written documentation from expert witnesses (to decrease the necessity of oral testimony).

[Legal Services](#)

The agency is represented by general counsel with the Oregon Department of Justice, and spends approximately DOJ costs are approximately \$275,000 per biennium. All Psychiatric Security Review Board decisions are subject to appellate review and the Board pays the Oregon Department of Justice out of its own budget to defend the agency on appeal. Currently, 12 of the Board's decisions are being appealed. The Board prevails on nearly all appeals cases and the decision in nearly all cases is affirmed without an opinion.

The Board must also consult with the DOJ on complex legal matters to ensure legal integrity, a consistent application of the law, and avoid future legal dispute and costs.

When the Board is a named party to a lawsuit, the legal fees are covered by DAS risk. The agency is projected to pay a static amount to DAS risk based on history. During the course of the 2021-23 biennium, the Board was involved in three lawsuits, two of which are active and one contempt action, which settled.

Board staff with law-related backgrounds are utilized to answer legal questions. In addition, Board staff utilize templates and staff with law-related backgrounds to draft Board orders. Board members review and approve all orders. The Board postpones non-urgent projects that require legal advice when possible.

[Information Technology Projects \(also a budget driver\)](#)

A growing portion of the Board's budget is dedicated to IT-related expenses and supports, including maintaining, upgrading, and replacing outdated technological systems and receiving support to increase cybersecurity and reduce the risks associated with cyberattacks. The latter is an important consideration for any agency; however, this need is heightened given the private nature of the medical and legal records the Board manages as well as the routine dissemination of those records for the purposes of conducting hearings and supervision. In addition, the Board relies on technology for the purposes of record keeping and internal business operations. For example, the Board's ACCESS database contains significant information associated with each client's case to enable easy access for running reports, generating orders, creating case summaries, scheduling hearings. This database is often referred to as "the brain" of the agency. In addition, since the start of the pandemic, and now for the indeterminate future, the Board holds all of its hearings remotely,

increasing the need for our hardware and software to work consistently and to have relatively immediate access to support when it is not properly functioning. Similarly, the agency now supports a hybrid work model, allowing the significant majority of staff to work remotely or in the office.

Over the course of the 2023-25 biennium, the Board plans to focus on the following projects related to technology:

Cloud-Based Transition: As part of its strategic plan, the PSRB established a goal toward eliminating paper waste and moving toward the electronic storage and processing of its paperwork. In January 2023, in anticipation of the office relocation, the agency made significant progress toward this goal by procuring services with Spectrum Information Services, Northwest (SISNW) to efficiently and effectively scan approximately 200 boxes of paper files and agency documents. During the 2023-25 biennium, the agency plans to utilize their services to scan the remaining 300 boxes that are stored with archives. The agency has carefully examined whether it could absorb this body of work using internal staff and determined that the project could be completed in a matter of weeks versus months by contracting it out, saving the agency the costs associated with storage. The agency believes that this body of work can be completed within its current LAB and the Governor's budget.

File-Sharing Software: The agency unexpectedly lost access to its file sharing system, DocMall, in November 2021 due to the parent company's decision to eliminate the product. Upon receiving notice of that decision in early 2021 through June 2022, the agency faced several barriers and setbacks toward procuring a contract to replace this necessary resource. The agency took swift action and was able to procure the state's first contract with File Cloud (administered by Amazon Web Services). The agency has utilized its internal staff to set up the file folders and their permissions, a service that was quoted as costing at least \$7500 if outsourced. The service is expected to be fully implemented by May 2023. This change had a minimal fiscal impact as the service is cheaper than the previous service used. When fully implemented, the Board will have achieved Phase 1 of the technology plan it proposed in its 2021-23 agency requested budget (which was not funded) within its current LAB and the Governor's budget.

Replacement of ACCESS Database: Similar to other small boards and commissions, the agency has continued to struggle with progress toward replacing its ACCESS database case management system. The agency will continue to actively explore potential solutions through regular consultation with EIS, DAS-IT, and other state agencies. In addition, this particular body of work would be delegated to the agency's ISS-4 position approved in the Governor's Budget.

Important Changes to the Agency's Budget and/or Operations in the Past 6 Years

2021-23

Policy Option Packages Granted

During the 2021-23 biennium, the Board requested and was granted additional funding to adhere to its own statutory requirement that Board members be paid "for each day during which the member is engaged in the performance of official duties..." ORS 161.385(4). In effect, Board members are now paid one stipend for the extensive file review completed in preparation for hearings. The Board also requested and was granted additional funding to support a 1.0 Administrative Support Specialist-2 to

support, in part, the agency's growing caseload.

[New Legislation](#)

In 2019, Senator Floyd Prozanski established a Senate Judiciary workgroup to address an array of issues involving the PSRB and related stakeholders. The outcome of that workgroup was a [comprehensive report](#) that included discussion of these issues from a variety of perspectives and potential areas for change. Three legislative changes were proposed in SB 200, [SB 205](#) (relating to PSRB civil commitments under ORS 426.701-702), and [SB 206](#) (relating to court conditional releases) as a result of the workgroup and passed during the 2021 legislative session. None of these changes resulted in a significant fiscal impact to the agency. During the course of the 2021-23 biennium, the agency successfully drafted and implemented its administrative rules associated with these legislative changes. In addition, the agency provided consultation, training, and technical assistance to an array of primary and secondary stakeholders. The workgroup report continues to be utilized as a resource for summarizing and recommending potential solutions for ongoing challenges within the forensic mental health system.

[2019-21](#)

[COVID-19](#)

While there were no significant fiscal changes during the 2019-21 biennium, COVID-19 impacted the Board's operations in two significant ways: the Board held all hearings remotely and all staff were permitted to work remotely to the greatest extent they were able. The impact of these changes had lasting and permanent effects. In 2021, the Board formally decided to continue with remote hearings indefinitely. To assist with this permanent shift, the Board developed a Remote Hearings Guide for all participants to establish best practices and expectations related to holding hearings in a remote forum. Similarly, remote work had a positive impact on the Board's staff to the extent that all staff, with the exception of two, in-office positions, have flexibility to work on a hybrid schedule.

[2017-19](#)

[Sex Offender Reclassification and Relief Program](#)

During the 2017-19 biennium, the Board launched its Sex Offender Reclassification and Relief Program. Please refer to the [program summary](#) for additional information.

[Sunset of the State Hospital Review Panel](#)

SB 420 (2011) changed the jurisdiction of certain GEI offenders by placing those who committed a "tier one" (higher-level, typically "Measure 11") offense under the PSRB's jurisdiction and those who committed a "tier two" offense under the jurisdiction of the Oregon State Hospital Review Panel (SHRP). Senate Bill 65 (2017) eliminated SHRP and re delegated the oversight of all GEI persons to the PSRB as of July 1, 2018. This resulted in the transfer of 75 individuals to the PSRB's jurisdiction, as well as any future GEI individuals who would otherwise have been placed under State Hospital Review Panel jurisdiction, increasing the number of hearings that needed to be scheduled within statutory timelines and the workload associated with coordinating, monitoring, and supervising conditional

releases. In response, the agency requested and was granted a new permanent, 1.0 FTE position, Administrative Specialist-2 in 2021.

Legislation Necessary to Implement Governor's Budget

The Board stands dedicated to investing its resources into the Governor's priorities related to reducing homelessness, improving access to mental health and addiction services, and ensuring the youth it serves have access to education. The Board's mission and vision directly aligns with these priorities, ensuring that the individuals under its jurisdiction have access to the resources that will not only mitigate risks related to recidivism, relapse, and rehospitalization, but equip with the tools necessary to thrive during and post-jurisdiction. Through its executive director, the Board continues not only to be willing and able to actively serve on workgroups, but also to put recommended solutions into action. The Board is cognizant of pending legislation that will enhance moving the Governor's recommendations forward to the next biennium and would not propose any additional legislation to carry out those priorities at this time.

Emerging Issues

Workforce Shortages and Inadequate Funding of Community Programs

The PSRB is a quasi-judicial body that makes decisions about clients under its jurisdiction related to where they should be placed, either at OSH or in the community at a wide-range of levels of care. The agency heavily relies on the accurate and timely reporting of the community providers who are serving as conditional release monitors. In practice, those case monitors are part of a multi-disciplinary team, and they are responsible for collecting information from those team members as well as natural or collateral reports in addition to their direct contact with the client. This information is submitted to the PSRB and used to make all decisions, either in a crisis situation or at a formal hearing before the Board.

In the aftermath of COVID the PSRB has become increasingly aware of workforce shortages as well as ongoing challenges with providing community programs with adequate funding to support conditional release programs. These challenges have a direct impact on our community providers' ability to provide the necessary monitoring, supervision, and treatment to individuals who are conditionally released to their programs. In addition, community workforce shortages and turnover increase the community's need for the PSRB to provide training, technical support, consultation, and other administrative burdens. It also results in delays in reporting crises or submitting the documentation necessary for the Board and its staff to make informed decisions. The risk associated with work-force shortages and inadequate funding include increased risk to public safety, program closures, an increase in the utilization of revocations for less significant violations of conditions, a decrease in the PSRB's ability to grant conditional releases to the community, and lengthy delays in obtaining necessary documents to schedule evaluations and hearings. In effect, these risks contribute to growing number of unnecessary hospitalizations at the Oregon State Hospital.

Sunsetting JPSRB

As described in the Board's program summary, the Juvenile Panel is a multi-disciplinary, five members that mirrors the professionals on the Adult Panel. The panel currently serves only three

youth (only two as of April 2023) and has not had a new admission since 2020. Given the gradual decline of this program over the past decade, the Board plans to move forward with taking steps to officially sunset the program during the course of the 2023-25 biennium. This will entail extensive consultation with an array of stakeholders as well as the proposal for legislative change. The Board anticipates that such a proposal could be introduced as early as the legislative short session in 2024. The Board further anticipates that sunsetting this program would result in a budget reduction.

Summary of the Governor's budget

The Board is 100% General Funded. The Governor's Budget for the Psychiatric Security Review Board is \$4.4 million total funds, which represents a 7.5 percent increase from the 2021-23 Legislatively Approved Budget. Funding was added to transition the agency's information technology support to DAS IT and to add a position to manage the board's databases, provide technical support, and ensure PSRB maintains compliance with statewide security and data standards. The budget supports 13 positions.

[Package 100: Transition to DAS IT](#)

The purpose of this request is to support the transition of the agency's information technology support to DAS IT. In 2021, the agency took steps toward this transition after an examination of the IT services it was receiving through a third-party contract revealed the contractor was not meeting the agencies growing IT needs or statewide security and data standards. In addition, the agency found that the contractor's response times were increasingly delayed causing the agency to rely on its internal staff to fulfill their duties. After carefully weighing the pros and cons of transitioning to DAS-IT, including the fiscal impact, the agency decided to postpone the DAS-IT transition to the 2023-25 biennium to ensure it would have adequate funding. However, in June 2022, the agency was informed with a three-week notice that it was ending their state contract as of June 30, 2022. Following consultation with its DAS EIS Senior IT Portfolio Manager, agency leadership renewed negotiations with DAS-IT. DAS-IT made significant accommodations to assist the agency with absorbing costs, such as permitting the agency to continue with our current computers and supporting our part-time Board members. DAS-IT successfully transitioned the agency within the deadline and without a hitch. They've continued to provide excellent customer service, response times and support as the agency prepares for its office relocation.

[Package 101: ISS-4, 1.0 FTE](#)

The purpose of this request is to hire a full-time Information Systems Specialist 4 (ISS4) to support the agency in meeting the goals outlined in initiative #6 of the agency's strategic plan, which includes overseeing technology updates that will streamline Board processes, reduce the administrative burden associated with submitting documentation to the Board, and increase opportunities to collect and analyze program data. In 2022, the agency submitted its justification memo for an ISS4 to DAS CHRO for a classification review. Based on a review of the position description, analysis, and the supporting documentation the agency provided, DAS CHRO agreed with the agency's analysis, and on July 27, 2022, established the position.

Notwithstanding the agency's recent transition to DAS-IT and the supports received therein, there remains a distinct body of work. Most pressing, the agency has several legacy databases contained within Microsoft Access. These databases house all information central to the functioning of the PSRB, such as client hearing information, residence, history, etc. and are used by all staff daily. This reliance on Access has resulted in a number of security concerns, with the primary concern being information being deleted due to human error or losing large amounts of information due to the program crashing. There is no contractors available in Oregon for Microsoft Access as the software is not supported and considered obsolete by IT professionals. The PSRB's Research Analyst 2 has had to learn specialized coding in order to fix issues that occur within Access or provide necessary updates when needed but does not have the training or experience to fix a more catastrophic issue. A system crash would be considered an emergency and recovery from it would be expensive, inefficient, with

implications for high risk depending on what data is lost.

Due to the complexity of the PSRB's databases, the PSRB requires an IT project manager that can provide technical recommendations in order to transition from Access to a more reliable, supported, and secure system for housing the PSRB's client management information. The PSRB has previously attempted to locate a vendor that has a system in place that would be able to replace the Access databases. Unfortunately, a vendor has not been identified despite meetings with multiple companies. Due to our dependence on our legacy system in all the work the agency does, the agency is seeking a full-time IT professional who can provide clear guidance and recommendations when discussing replacement options and track long-term IT projects. This is not something that DAS-IT can provide.

Secondary to a database replacement, DAS-IT does not support cellular devices, of which the Board has 20, nor can they provide timely on-site support for additional needs, such as bandwidth and hardware upgrades, given our location. The PSRB has several systems on-site that require regular maintenance or consultation with DAS-IT. Current staff within the agency do not possess the IT training or experience to identify, describe, or resolve on-site problems that arise.

The PSRB staff are fully supported by DAS-IT with our IT needs since transitioning to their services in August 2022. DAS-IT is tentatively providing IT support for the 10 Board members for free, as their current cost structure does not contemplate support for less than full time employees. If DAS-IT were to end their support of the Board members, the PSRB would also require the ISS-4 position to provide that support.

Summary of 15% Reduction Options

Due to mandatory costs associated with running an agency, that 78% of the agency budget supports personal services (at CSL), and that the agency is requesting additional staffing to support workload demands, cuts to the agency's budget would be of significant detriment because they would largely impact personal services. To achieve a 15% reduction of the Governor's Recommended Budget, the Board would need to eliminate three positions or is 23% of its workforce. Those cuts alone would not satisfy the 15% reduction and further cuts would need to be made to the agency's services and supplies, training, recruitment, IT equipment, and more. The proposed cuts would result in the Board being unable to fulfill many statutory obligations, including meeting statutory hearing timelines. In addition, it would result in a reduction to the level of monitoring and supervision necessary to avoid revocations to the Oregon State Hospital and maintain low recidivism and increased public safety. In addition, customer service ratings would likely decrease as Board staff become less available to respond to inquiries from our closest partners.

See [Appendix D](#) for more details.

Long-Term Vacancies

As a small agency with 12 staff members, the Board does not typically incur and has no current long-term vacancies. The Board does have one vacancy on the juvenile panel; however, this does not result in any significant savings since hearings always require three Board members.

Link to the agency's Governor's Budget to be published on Board's website:

The Governor's Budget is due to be published on the Board's website in the coming weeks.

Audits

N/A

Description of How Recent Changes to Agency Budget and/or Management

N/A

Flexibility Affected Agency Operations

N/A

Supervisory Span of Control Report

N/A

Summary of Proposed Information Technology Projects

N/A—information related to information technology projects is incorporated [here](#), [here](#), and [here](#) in these materials.

Summary of Proposed Capital Construction Projects

N/A

Program Prioritization for 2023-25 (form 107BF23)

[Appendix E](#)

Other Funds and ARPA Ending Balance Forms

Appendix F

Appendices

Appendix A: PSRB 2019-24 Strategic Plan

2019-2024 Strategic Plan



Psychiatric Security Review Board

Due Process - Research - Recovery - Partnership



MISSION

The Psychiatric Security Review Board 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.

5-YEAR VISION

In 2024, the Psychiatric Security Review Board (PSRB) maintains a positive reputation with the public, the legislature, and the legal community and serves as a model for local and national agencies working to enhance the recovery of justice-involved individuals with mental health challenges. We define public safety in terms, not only of reduced recidivism, but also in terms of the PSRB's ability to enhance the health, well-being, and re-connection of the individuals under our jurisdiction with their natural supports and communities. Healthier clients and confidence in PSRB monitoring help victims in their own recovery process.

The Board uses the “problem-solving” philosophy promoted by specialty courts—such as mental health and drug courts—and the most recent research to address recidivism and promote long-term recovery. Consistent with this philosophy, the PSRB develops a best practice guide to support our valued community and hospital treatment providers and conditional release monitors. The professionals working with individuals under the PSRB are adept at using forensically oriented, evidence-based assessment and treatment practices and are equipped with the tools necessary to identify and address

the underlying biopsychosocial issues and criminogenic factors that contributed to an individual's instant offense. They use an inclusive, multi-disciplinary, and team-oriented approach to decision making. Providers feel they can communicate candidly with the PSRB and consult with the Board's staff to address issues that might enrich a client's current or potential conditional release or prevent an unnecessary revocation.

Principles of trauma-informed care and procedural fairness are ingrained in PSRB culture and apply to our interactions with clients, victims, and the public, minimizing the stress associated with hearings and maintaining confidence that the justice system is trustworthy and fair for individuals under PSRB jurisdiction and the victims of their instant offenses. Individuals under the PSRB have a clear understanding of how to progress, and the Board's decision making process is perceived as fair and consistent. Due to the PSRB's open communication channels with the Department of Justice's victims' advocate, victims feel heard and safe. Victim-centered programs are established and made available to victims interested in alternative opportunities for healing and recovery.





A mental health peer-alumni group exists, enhancing long-term community support and providing several types of opportunities for individuals who have completed their PSRB jurisdiction (or are in advanced phases of their treatment) to inspire hope and share their successes, challenges and recommendations with individuals who are still under the PSRB. The PSRB maintains other opportunities to hear peer voices, such as during PSRB's rule-making process.

The PSRB has expanded its outreach to the legal and law enforcement communities around the state, routinely providing trainings regarding laws, programs, and best practices concerning people under the PSRB. Law enforcement better understands its role in supporting the PSRB when an individual under our jurisdiction is in crisis and needs to be returned to the Oregon State Hospital. The legal community understands the consequences of a GEI plea, allowing for effective representation of and communication with defendants, victims, and the state. The judicial community better understands the laws, procedures, and potential outcomes related to adjudicating an individual Guilty Except for Insanity, conditionally releasing individuals they find GEI directly into the community, and effectively uses the PSRB's clear and streamlined civil commitment process.

The PSRB, in collaboration with stakeholders, is actively engaged in the legislative process to educate lawmakers and propose legislation that advances our mission and repairs deficiencies in the forensic system.

Legislative changes may also serve to decriminalize and destigmatize individuals challenged by mental health and substance use issues.

The public is well-versed on the PSRB's conditional release program, diminishing the fear associated with PSRB clients' placement in their communities. An informed legislature and public have improved the funding and development of housing and treatment resources in the community setting, providing greater flexibility in conditional release decision making and eliminating costly and unnecessary commitments to the State Hospital. By the time individuals reach the end of their jurisdiction, they have reintegrated into the community, have attained permanent housing, and are well-connected to the treatment and other resources necessary to sustain their recovery, leading to a reduction in post-jurisdiction recidivism.

The public and our partners have increased awareness of PSRB's Gun Relief and Sex Offender Reclassification and Relief programs. Potential petitioners of these programs are not blocked unnecessarily from access due to financial limitations, logistical obstacles, or other unintended, oppressive practices.

A workplace using trauma-informed care principles promotes a culture of trust, inclusion and teamwork that optimizes both staff and Board effectiveness and addresses the impact of secondary trauma and burnout. PSRB staff work in a collaborative environment,

where opportunities for teamwork strengthen morale and distribute the workload fairly. PSRB staff are comfortable sharing their ideas and actively participate in problem-solving and agency improvements. Management, the public, and other staff acknowledge and value staff's contributions. PSRB staff endorse high rates of job satisfaction and ample opportunities to grow professionally.

The PSRB has clear policies and procedures that simplify work, improve workflow, and enable our valued staff members to provide excellent customer service to our stakeholders and clients and support to our Board members. The documentation the PSRB expects of our providers is manageable, reducing unnecessary paperwork and increasing the quality of information the Board receives to make informed decisions. Technological advances such as an integrated client database, case tracking, and other mature software streamline our docketing and hearings processes, secure document sharing with our stakeholders, and enhance workload efficiencies. Increased efficiency further promotes procedural fairness for both the individuals under our jurisdiction and victims.


New Board members receive a comprehensive onboarding module and all Board members receive ongoing training consistent with the principles outlined in this vision. The Board's administrative rules are updated, clarified, and ultimately, manualized into a practice guide that enhances decision making and ensures the Board's accountability to the public. The Board is regularly briefed on applicable laws to ensure consistency of decision making.

The PSRB continues to improve by proactively soliciting feedback from the current and former clients we serve, our direct partner organizations, affected stakeholders, and the public. PSRB leadership provides education to these groups on a routine basis through trainings, system/community meetings, our website, handbooks, or through other methods that enhance opportunities for informed and constructive feedback. The PSRB has also improved itself by establishing partnerships with academic and other institutions that can develop research questions, analyze our available data, and publish professional papers that evaluate and inform our approach to this valuable work.




FIVE-YEAR INITIATIVES AND GOALS

INITIATIVE 1: Use research and best practices to develop legislative and program changes that improve and standardize how clients enter and lapse or discharge from the PSRB system and how the PSRB system treats victims.

 **Goal 1.1:** Form a collaborative legislative workgroup to examine system challenges and make comprehensive, system-fixing recommendations.


Outcomes Endorsing Success²—PSRB has:

- Developed a scope document for the workgroup that addresses:
 - Pre-jurisdiction/Front Door: Issues related to inappropriate GEI adjudications
 - Discharge/Back Door: Issues related to clients who are still deemed to have a qualifying mental disorder and are a danger to others at their discharge date or clients who no longer meet jurisdictional criteria, but are nevertheless deemed dangerous by virtue of a non-qualifying mental disorder.
 - Post-jurisdiction: Examining data related to recidivism post-PSRB jurisdiction
- Developed and maintains a document that captures potential legislative and rules changes that may refer to other workgroups.

 **Goal 1.2:** Examine procedural fairness and implement trauma-informed practices for victims of those adjudicated GEI/REI.


Outcomes Endorsing Success—PSRB has:

- Established a victim-centered process toward healing consistent with our legislative mandate under ORS 161.398.
- Partnered with the Attorney General’s Victim Task Force to develop clearer policies and procedures related to victim impact statements, victim requests, no-contact orders, and fair treatment for both victims and clients.

 **Goal 1.3:** Streamline policies and procedures associated with the PSRB Civil Commitment.

Outcomes Endorsing Success²—PSRB has:


- Developed legislative concepts to fix challenges associated with PSRB Civil Commitments.
- Developed a protocol to approach PSRB Civil Commitment cases systematically and consistently.
- Hired new staff to lead the PSRB Civil Commitment program.
- Examined the OARs associated with the PSRB Civil Commitment program and recommended rule changes.
- Improved information-sharing process to assist with initiating PSRB Civil Commitment petitions.

 **Goal 1.4:** In February 2020, present to the Legislature revised Key Performance Measures that measure agency effectiveness accurately.

- PSRB has examined and adopted Key Performance Measures.


2 A more extensive list of legislative concepts and goals will be incorporated into this goal.

INITIATIVE 2: Influence identification and adoption of best practices for working with PSRB clients across the State.

 **Goal 2.1:** Examine Oregon’s Specialty Court Standards, other criminal justice/behavioral health models, and research to strengthen standards of practice for monitoring, supervising, and treating PSRB clients.


Outcomes Endorsing Success—PSRB has:

- Developed a key component guide for community-based PSRB programs.
- Revised and kept current its Conditional Release Handbook for case monitors.

 **Goal 2.2:** Ensure that all case monitors and treatment providers servicing GEI clients have a basic minimum competence in the areas of risk assessment and forensic mental health.

Outcomes Endorsing Success—PSRB has:

- Developed an onboarding training manual—to be completed within 6 months of hire—that includes training on the following key topics:
 - Key Components for a successful PSRB program (once developed in Goal 2.1)
 - Trauma-Informed Care
 - Criminogenic Factors
 - Risk Needs Responsibility Model
 - Correct Use and Interpretation of START and Other Risk Instruments
 - Feedback-Informed Treatment
- Developed webinars on advanced training topics.
- Completed annual site visits (director, deputy, key partners from Oregon Health Authority) to provide site training and support leading to shared understanding, application of best practices, and strengthened partnerships.
- Developed a training handbook, and also coordinates collaboration opportunities (e.g. with OSH prescribers) for community prescribers.
- Held annual or biannual PSRB forensic conferences for OSH and community providers.


 **Goal 2.3:** Enhance opportunities for feedback, collaboration, and understanding of program practices across the State.

Outcomes Endorsing Success—PSRB has:

- Regularly highlighted, featured, or acknowledged (via website or statewide meetings) positive program accomplishments or practices happening in PSRB programs and/or the state hospital.
- Established a voluntary “open hours” consultation group for providers to enhance shared learning, problem-solving, and support.
- Established a peer-alumni group or other resource for the Board to obtain feedback from the clients it oversees.
- Revised and expanded the Conditional Release Guide to include more information about community-based residences and programs.
- Collaborated with the Oregon State Hospital to put on a conditional release fair for clients to learn more about conditional release placements.
- Developed bench cards for judicial officers.
- Increased JPSRB admissions³ and petitions of relief.


3 PSRB will be examining the significant decreases in admissions for JPSRB over the past 5 years.

INITIATIVE 3: Equip Board members with the tools, training, and support to help them make consistent, reasoned decisions while promoting procedural fairness and due process in a trauma-informed environment.

 **Goal 3.1:** Formalize Board member on-boarding and create opportunities for ongoing professional development.

Outcomes Endorsing Success—PSRB has:

- Developed a comprehensive onboarding protocol for new Board members.
- Developed, deployed, and kept current a comprehensive practice manual that incorporates past legal advice.
- Developed, deployed, and kept current a policy handbook for hearings that incorporates both statutes and applicable case law.
- Provided periodic (at least annually) Board refreshers and new topic trainings including, but not limited to: new laws, judicial ethics, unconscious bias, and case law updates, as needed by the Board.
- Developed a peer mentor program connecting newer Board members with more experienced Board members.


 **Goal 3.2:** Integrate Trauma-Informed Care principles into hearing proceedings.

Outcomes Endorsing Success—PSRB has:

- Engaged Board members and staff in trauma-informed care training.
- Used a Trauma Informed Care screening tool to assess and establish a baseline from which to make improvements to PSRB hearings and other agency practices.
- Identified changes that will increase Board and staff trauma-informed care practices and develop a timeline for implementation.




INITIATIVE 4: Help stakeholders/partners (e.g. counties, law enforcement, district attorneys, local criminal courts, local hospitals) understand their rights and roles when working with PSRB clients.

 **Goal 4.1:** The executive director or designee will establish a systematic approach to reach out routinely to legal communities and law enforcement across the State to strengthen collaboration and provide updated information, education, or other training related to agency operations.

Outcomes Endorsing Success—PSRB has:

- Identified venues, conferences, or other settings to provide PSRB 101 trainings to legal professionals.
- Developed a contact list of statewide legal professionals to which to send important legal updates, fact sheets, or other information relevant to the PSRB and legal community partnership.
- Revised and kept current templates, fact sheets, and handbooks for use by those in the legal community.
- Developed inter-agency protocols to enhance effective communication with law enforcement and the legal communities.
- Established a protocol to enhance communication and better collaborate with the criminal courts to ensure that new clients are effectively transitioned to PSRB’s jurisdiction.


 **Goal 4.2:** Increase understanding of PSRB’s “revocation of conditional release” protocol among our community providers, law enforcement, county crisis teams, and local hospitals.

Outcomes Endorsing Success—PSRB has:

- Developed accessible, routinely reviewed and updated inter-agency protocols.
- Developed contingency plans for when a client’s immediate transportation to a specified placement cannot be executed.




Initiative 5: Provide PSRB staff with an inclusive, collaborative, and safe office environment, where they have the training, resources, and communication necessary to effectively perform their job duties; receive timely, constructive feedback and praise; and have opportunities for professional development and growth.

 **Goal 5.1:** Develop, deploy, and keep current internal policies and procedures.


Outcomes Endorsing Success—PSRB has:

- Compiled a table of contents of all current internal policies and procedures.
- Examined the need for additional internal policies and procedures and developed a plan for creating those deemed necessary.
- Developed a timeline for reviewing, updating, adding, and removing policies and procedures.
- Created and maintained a shared office binder that can be easily accessed and used (e.g. in staff meetings, workgroups) by all staff.

 **Goal 5.2:** Implement a PSRB succession plan.


Outcomes Endorsing Success—PSRB has:

- Developed a succession planning strategy that assesses and forecasts workforce needs by identifying critical positions and developing competencies to meet those needs.⁴

 **Goal 5.3:** Provide timely, constructive feedback about employee performance from supervisors, opportunities for professional development, and clear expectations about their job duties.

Outcomes Endorsing Success—PSRB has:

- Examined and revised the agency’s performance appraisal process to improve opportunities for goal setting, constructive feedback, praise, and training/skill building needs.
- Identified and used a (not yet identified) tool periodically to assess employee satisfaction and provide management with employee feedback.
- Employees provide feedback via a (not yet identified) tool indicating that they are satisfied and have the tools necessary to do their jobs well.


 **Goal 5.4:** Promote wellness, self-care, and safety in the PSRB ‘s office environment.

Outcomes Endorsing Success—PSRB has:

- Team building and self-care/wellness integrated into weekly staff meetings.
- A Trauma-Informed Care (or similar) tool it uses to assess the workplace environment and determine what changes could improve workplace comfort and safety.
- An employee wellness committee that is actively represented at team meetings.

⁴ The PSRB will develop a succession plan consistent with the State of Oregon’s Secretary of State’s Audit Division’s 2017 Report and Department of Administrative Services recommendations.

Initiative 6: Expand, streamline, and make the PSRB’s programs, research, and business needs more efficient by adopting secure, mature technology that is consistent with the State Chief Information Office’s vision and adheres to requisite compliance standards.

 **Goal 6.1:** Develop and implement an agency-specific Information Technology Plan.


Outcomes Endorsing Success—PSRB has:

- Completed a technological needs assessment.
- Developed a timeline and budget proposal for purchasing and implementing new technology.
- Implemented the use of secure email in its regular business practices.
- Developed, deployed, and kept current a process for ensuring compliance with security/confidentiality mandates and best practices.

 **Goal 6.2:** Streamline the PSRB hearings process by identifying and implementing hearings management software.


Outcomes Endorsing Success—PSRB has:

- Automated our docketing process.
- Streamlined our witness identification and coordination efforts.
- Set up a process that allows us to complete the majority of orders within 48 hours of Board decisions.

 **Goal 6.3:** Invest in software that increases efficiencies, uses secure and electronic storage and communications, and reduces waste.


Outcomes Endorsing Success—PSRB has:

- Implemented ORMS (Oregon Records Management Solution) technology.
- Implemented remote access to the shared network, reducing reliance on email, use of flash drives, and printing otherwise-available files; increased efficiency by working on/saving documents to one place.
- Centralized electronic storage systems to eliminate superfluous programs (e.g. Document Mall) and reduced costs.
- Reduced on-site space required for storing paper files.
- Provided electronic interfaces with partners to simplify and speed up document sharing.

 **Goal 6.4:** Modernize our database to allow for more complex system communications, case tracking capabilities, and streamlining/more effective preparation for hearings.

Outcomes Endorsing Success —PSRB has:

- Completed a cost-benefit analysis of our current Access database and other comparable systems.
- Expanded data that can be used to recommend legislative and programmatic changes.
- Decreased emails from providers through a centralized, electronic method of submitting monthly reports, incident reports, and other documentation.

 **Goal 6.5:** Establish partnerships with academic or other institutions to expand opportunities for data analysis and system improvements.

Outcomes Endorsing Success—PSRB has:

- Established a shared vision, mutual goals and objectives with an academic institution.
- Developed a research plan that outlines our research interests, action plan, and timelines for action.
- Integrated research interests and research findings into PSRB presentations.
- Submitted posters, papers, or panel presentations to professional conferences.



Psychiatric Security Review Board

610 SW Alder St., Suite 420
Portland, OR 97205
Phone: 503-229-5596

psrb@oregon.gov
www.oregon.gov/prb

Appendix B: Annual Performance Progress Report

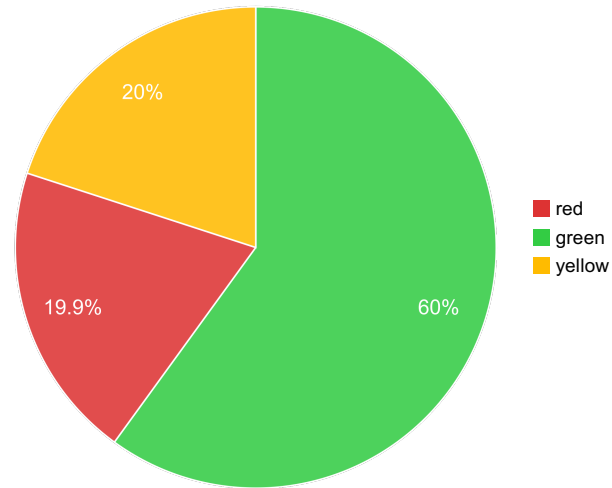
Psychiatric Security Review Board

Annual Performance Progress Report

Reporting Year 2022

Published: 3/7/2023 12:51:48 PM

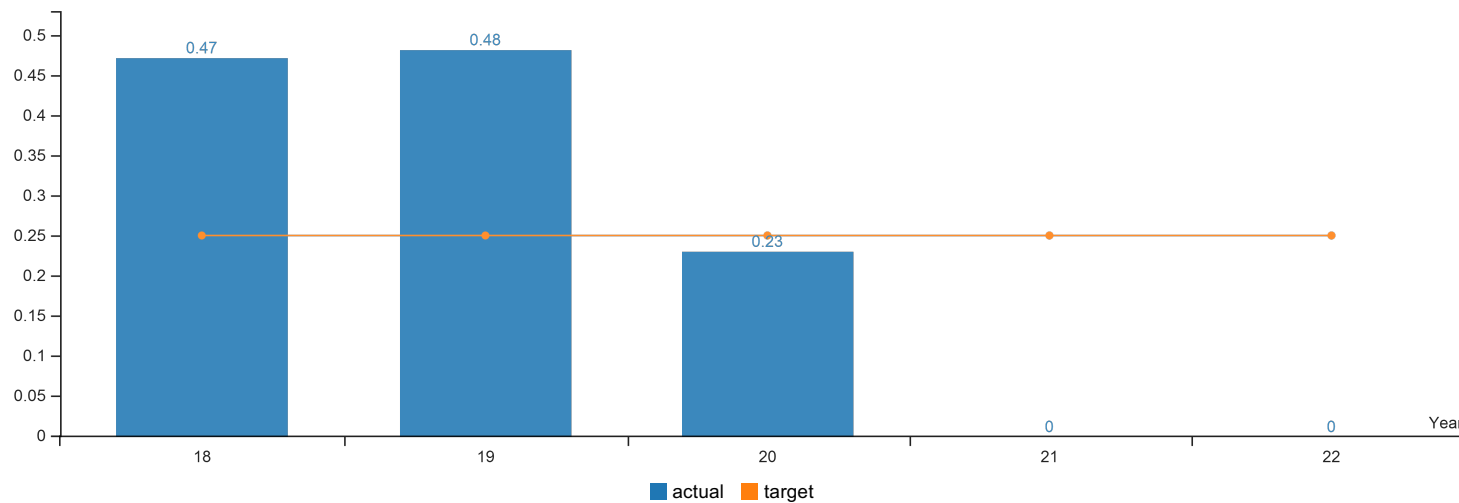
KPM #	Approved Key Performance Measures (KPMs)
1	RECIDIVISM RATE - Percentage of clients on conditional release per year convicted of a new felony or misdemeanor.
2	TIMELINESS OF HEARINGS - Percentage of hearings scheduled within statutory timeframes.
3	MAINTENANCE OF RELEASED CLIENTS - Percentage of 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:	60%	20%	20%

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	2018	2019	2020	2021	2022
Adults					
Actual	0.47%	0.48%	0.23%	0%	
Target	0.25%	0.25%	0.25%	0.25%	0.25%

How Are We Doing

The Psychiatric Security Review Board (PSRB) calculates recidivism by calendar year; therefore, there is no additional data to report for 2022 currently. The PSRB partners with the Oregon Criminal Justice Commission (CJC), as discussed below, by providing raw data for analysis against the CJC’s datasets. The CJC will not have the applicable datasets available to provide the PSRB with recidivism data for 2022 until later this year.

The PSRB has tracked recidivism since 1992, adopting its current definition in 2014. Using the updated definition, the Board calculated its adult and juvenile recidivism rates retroactively to 2011. The recidivism rate reflects the number of individuals under PSRB supervision and on conditional release who are convicted or found GEI of a new felony or misdemeanor committed during the reported calendar year. Lower recidivism rates indicate a higher level of public safety associated with the PSRB’s conditional release program. The PSRB’s recidivism rate offers the legislature and the public assurance that individuals under the Board’s jurisdiction are being managed safely in the community setting.

Calculating an accurate recidivism rate depends on both finding out an arrest occurred and obtaining the final disposition of that arrest. For example, an arrest occurring in 2017 would not be reflected in the recidivism rate until the case reaches a conviction or Guilty Except for Insanity (GEI) adjudication. In most cases, the final disposition will occur within the same year; however, in cases with complex trial issues, it may take more time. Accordingly, the recidivism rate from a previous year can potentially fluctuate as the courts adjudicate new cases.

In 2019, the PSRB re-examined its definition of recidivism and the way in which it tracks and reports this data. The PSRB consulted and entered into an inter-agency agreement with the CJC for that data. Using their expertise in analyzing and reporting recidivism for other criminal justice agencies, the CJC developed a method to collect raw PSRB data more widely and efficiently, to help corroborate past calculations of recidivism. The PSRB will continue to use this methodology to calculate its future recidivism rates.

Considering potentially fluctuating numbers, the PSRB reports two measures of recidivism that are subsequently confirmed by the CJC method. One measure is based on the number of new felony or misdemeanor convictions that occurred in a specific calendar year. Due to the single-digit number of juveniles under the PSRB for the past several years, the PSRB combines adult and juvenile insanity acquitees into the same analysis, yielding a 0.00% recidivism rate for 2021, the Board's last full reporting year.

The second and more robust measure is a cumulative average recidivism rate: the sum of the PSRB's known annual percentage rates (currently 2011-2021) divided by the number of years included in that sum (currently 11) yielding a 0.61% cumulative recidivism rate.

Annual Recidivism Rate

In 2016 the legislature re-set the agency's goal from 0.75% to 0.25% after the PSRB reported an annual recidivism rate of 0.22% in 2016. The PSRB met the goal set in 2016 in 2021 by reporting an annual recidivism rate of 0.00%. The Board continues to welcome this ambitious recidivism rate goal, making every attempt to achieve zero recidivism. It is important to note, however, that each year this statistic comes with a caveat: should a year occur in which more than one individual commits a new offense, the Board would fail to reach this goal. This occurred in 2019 despite what continued to be an extremely low recidivism rate. Although not an exact comparison, the PSRB's recidivism rate consistently falls well below the average 20-30% recidivism rate reported typically by the state's Department of Corrections.

As mentioned above, based on CJC-provided arrest records, Board staff were able to re-examine PSRB's annual recidivism rates going back to 2011, the period representing PSRB's use of its current recidivism definition. The CJC's analysis revealed an average number of misdemeanor and felony convictions of 3.6 per year; annual recidivism rates between 2011 and 2021 have fallen between 0.22% and 1.91%.

Cumulative Recidivism Rate

Based on data provided by CJC, the PSRB found that PSRB's 2011-2021 cumulative average recidivism rate was 0.61%. By any measure of recidivism, this rate illustrates the PSRB's remarkable safety record and effective oversight of PSRB clients on conditional release.

Factors Affecting Results

First and foremost, the PSRB's recidivism rate is predicated on its close partnership and communication with the larger forensic mental health system, including the Oregon Health Authority (OHA), Department of Human Services (DHS), the Oregon State Hospital (OSH), county and community behavioral health providers, and law enforcement across the state. Second, the rate depends on delivering effective treatment that targets factors associated with recidivism. The following sections provide examples of how these two factors interrelate to mitigate recidivism risk and promote long-term recovery.

Partnering for Effective and Efficacious Monitoring, Supervision and Treatment Practices

Recidivism rates can be mitigated in the short-term using external measures such as restricted, controlled environments and mandated treatment. While effective in the short-term, particularly when persons are deemed to be a danger to themselves or others, the potential risk of recidivism rises as these *external* measures are lifted. Accordingly, a major factor affecting recidivism rates not only while individuals are under PSRB, but also after their jurisdiction expires is the availability and delivery of efficacious, evidence-based monitoring, supervision, and treatment practices that teach clients to *internalize* the coping skills necessary to manage their mental health and other inherent stressors, particularly when living in more independent settings.

In its strategic plan, the PSRB re-committed to partnering with its stakeholders to develop a best practice guide and ensure that our approach to monitoring, supervising and treating PSRB clients living both at OSH and in the community contributes to their long-term recovery. This includes efforts to identify and eliminate practices that may inadvertently reinforce factors associated with increasing recidivism, such as providing too much--or the wrong type--of treatment. The PSRB's approach to mitigating recidivism includes providing trauma-informed services that promote recovery and community connection to the individuals under its jurisdiction.

Partnering for Effective Conditional Release Plans

By statute, the PSRB may only conditionally release a client into the community if the client can be adequately controlled and given proper care and treatment and those resources are available. The PSRB garners evidence that a client has met this threshold through a community evaluation and proposed conditional release plan. More effective conditional release plans contribute to decreased recidivism risk. Current and prospective treatment teams develop conditional release plans and submit them to the PSRB. Such plans use information the client provides, as well as data from a variety of sources such as risk assessments, mental health progress notes, criminal histories, and collateral reports. The PSRB partners with the Oregon Health Authority, Department of Human Services,

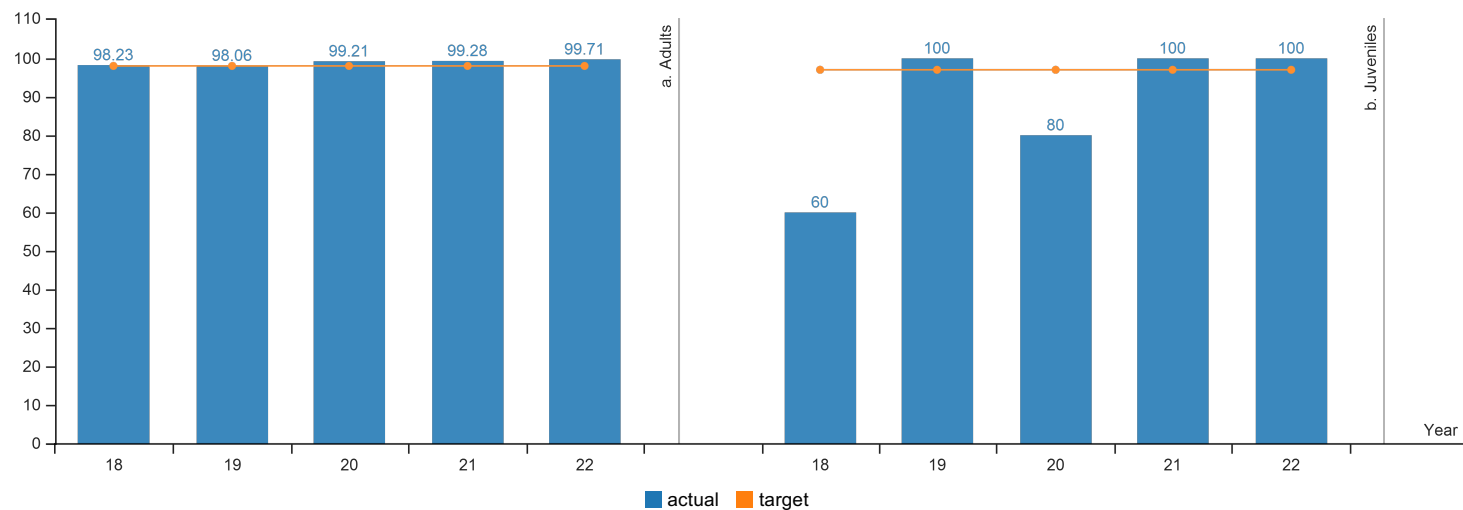
and other stakeholders to identify and deliver the training and resources necessary to support providers in creating conditional release plans that effectively identify and mitigate recidivism risk factors, enable the PSRB to make informed decisions regarding conditional release, and engender public confidence and safety. The high turnover of community providers makes it even more important for the PSRB and its partners to have the resources necessary to deliver these types of trainings on a regular basis.

Partnering for Proactive and Timely Communication

Each client on conditional release has an assigned case manager, who is responsible for ensuring that the client receives the monitoring, supervision, and treatment services outlined in the conditional release plan. At a minimum, the case manager reports client progress on a monthly basis. In addition, the PSRB expects timely and proactive communication about potential and current safety or serious non-compliance incidents, to enable swift intervention (e.g., increased services, local hospitalization, or revocation of conditional release), mitigate recidivism, and ensure public and client safety. The PSRB continues to develop resources, deliver trainings, and be available 24-7 to ensure that conditional release case monitors have adequate support to anticipate challenges proactively and intervene effectively to mitigate recidivism risk.

An additional resource the PSRB uses to enhance its ability to monitor its conditional release clients effectively is the Oregon State Police Department's Law Enforcement Data System (LEDS). Access to this system enables real-time communication and opportunity for intervention when a client on conditional release has any police contact whatsoever, even when the client is a victim of an alleged crime.

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



Report Year	2018	2019	2020	2021	2022
a. Adults					
Actual	98.23%	98.06%	99.21%	99.28%	99.71%
Target	98%	98%	98%	98%	98%
b. Juveniles					
Actual	60%	100%	80%	100%	100%
Target	97%	97%	97%	97%	97%

How Are We Doing

The PSRB calculates timeliness of hearings by calendar year. In 2022 the Board's 341 adult GEI full hearings took place on time 99.71% of the time. The one adult hearing that did not occur on-time was held one month late due victim availability.

Because meaningful statistical comparisons became impossible with so few remaining juvenile clients, the 2017 Legislature eliminated the KPM for the juvenile panel, beginning with the 2017-2019 biennium; however, for reference, we report them here. The Board's 4 juvenile hearings took place on time 100% of the time during 2022.

During the start of the COVID-19 pandemic in March 2020 the PSRB transitioned from in-person hearings to full-time remote hearings with little notice. The PSRB has continued the practice of holding all hearings by remote means and adopted an administrative rule at the end of December 2021, effective January 2022, that all hearings remain remote unless there is a basis for in-person attendance that cannot be accommodated by remote means. The PSRB has done an exceptional job adjusting to this significant change in practice and has continued to strive to meet the target of 98% for hearing timeliness for adult hearings.

Factors Affecting Results

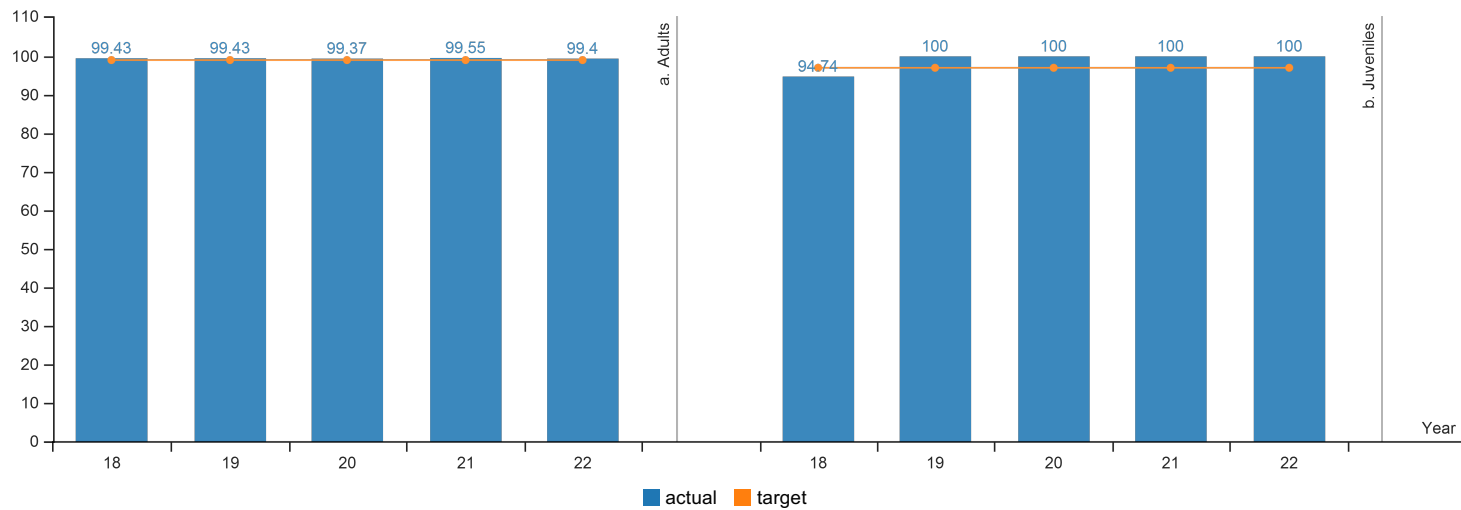
Hearings timeliness relates directly to the number of individuals under Board jurisdiction. PSRB can easily calculate the minimum number of two-year and five-year hearings we need to hold each year based on the number of individuals currently under our jurisdiction. However, the PSRB also holds hearings whenever a provider or a client (up to every six months) requests one, within 90 days of a new adjudication, and within 20 days of a revoked conditional release. The PSRB uses continuances judiciously to effectively manage full dockets and prioritize statutorily-prescribed hearings.

Funding and technology play a significant role in hearing timeliness. In 2022 the PSRB employed 12 FTE, and each member of our team plays a role in ensuring hearings are held on time. The PSRB anticipates that with more mature and efficient software, several of our processes could be more effectively and efficiently streamlined. Reductions to PSRB's staff size without significant technological advances would hamper--possibly severely--the agency's ability to hold hearings on time.

Witness and attorney availability can also affect hearings timeliness. PSRB staff mitigate any negative impact by anticipating issues and developing contingency plans. It is worth mentioning that the PSRB coordinates all witness's availability; typically, attorneys have this responsibility in other types of courts. In addition, this coordination occurs without dedicated docketing software, and involves multiple phone calls and emails to multiple individuals to prepare for any one hearing. Given the necessarily labor-intensive process involved in organizing hearings, any reduction in PSRB's staffing level would significantly diminish our ability to hold them on time.

For the juvenile panel, Board member availability can make for fewer possible hearing days, a major factor given the small number of clients. If the Board members are unavailable during potential hearing days, it can be difficult to empanel them.

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



Report Year	2018	2019	2020	2021	2022
a. Adults					
Actual	99.43%	99.43%	99.37%	99.55%	99.40%
Target	99%	99%	99%	99%	99%
b. Juveniles					
Actual	94.74%	100%	100%	100%	100%
Target	97%	97%	97%	97%	97%

How Are We Doing

The Board has met this goal 13 of the last 14 years, maintaining adult clients on conditional release at a minimum rate of 99% every year. In 2022 the Board averaged 372 clients on conditional release each month with a maintenance rate of 99.4%. The PSRB therefore exceeded its target goal of 99%, under which there is little margin for error.

In 2022 the Board had two juvenile clients on conditional release and maintained each of them in that status for every month, resulting in a 100% maintenance rate, exceeding its target goal of 97%.

Occasionally, a revocation is a necessary measure to keep the public safe, however, the PSRB continues to partner proactively with our community treatment providers to anticipate and intervene in a timely fashion and in the least restrictive way possible to stabilize the client while ensuring public safety.

Factors Affecting Results

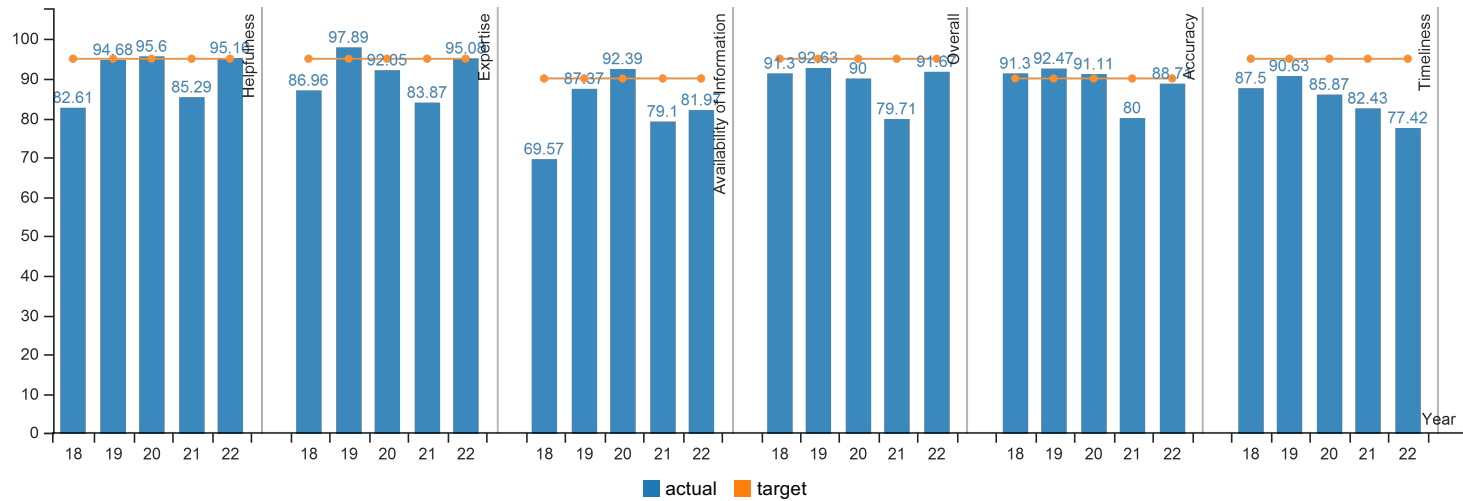
The factors affecting the PSRB's ability to safely maintain clients on conditional release are largely similar to those affecting our recidivism rate: partnership and community resources.

Regarding partnership, the PSRB relies heavily on the collaboration between OSH and community providers to devise effective conditional release plans to manage clients safely while on conditional release. In accordance with the governing statutes, the PSRB approves conditional release for only those clients it believes can be safely managed in the community. The Board receives evidence that clients are meeting this standard through full hearings, during which OSH and community treatment providers are available to testify about the conditional release plan they created. Leading up to this hearing, PSRB clients participate in a five-layer review process before they can be approved for conditional release from OSH. Crucial to this process is OSH's access to the training and

resources to evaluate effectively each client's recidivism, relapse, and psychiatric decompensation risk, so it can recommend the commensurate levels of monitoring, supervision, and treatment, to be executed subsequently by the community providers. A similar process takes place as clients continue with their recovery and transition to lower levels of care. A decrease in the PSRB's ability to access information from our partners, or of our partners ability to obtain training and resources to effectively develop conditional release plans, would lead to less effective plans and diminished likelihood that case managers could detect early signs of decompensation. These potential problems would certainly affect the measure of maintaining clients on conditional release in a negative way.

The availability of community resources also affects the PSRB's ability to safely maintain clients on conditional release. For example, when a client on conditional release experiences significant changes in psychiatric stability, we rely on the availability of local hospitals, crisis stabilization centers, and other placements of respite when appropriate, rather than a revocation to OSH. Similarly, when providers see early warning signs of decompensation, a client can be temporarily or permanently stepped up to a higher level of care such as a residential treatment home rather than revoked. The availability and access to specific types and dosages of treatment modalities are also important factors in maintaining conditional releases. For instance, the PSRB may be able to identify a residential vacancy quickly, but in order to accept the client, the program would also need to have the requisite treatment supports such as substance abuse treatment or support for a medical condition. When community mental health and housing resources are funded fully, the Board can use these as an alternative to sending the client to OSH, reserving state hospital resources for those who truly require that level of care. Were current community mental health and housing resources to diminish in number, it would leave fewer options available for clients when and if they experience a recurrence or increase in symptoms. Indeed, the PSRB might have been able to avoid some of the revocations that took place over the past year had more of these resources been available.

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	2018	2019	2020	2021	2022
Helpfulness					
Actual	82.61%	94.68%	95.60%	85.29%	95.16%
Target	95%	95%	95%	95%	95%
Expertise					
Actual	86.96%	97.89%	92.05%	83.87%	95.08%
Target	95%	95%	95%	95%	95%
Availability of Information					
Actual	69.57%	87.37%	92.39%	79.10%	81.97%
Target	90%	90%	90%	90%	90%
Overall					
Actual	91.30%	92.63%	90%	79.71%	91.67%
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	91.30%	92.47%	91.11%	80%	88.71%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	87.50%	90.63%	85.87%	82.43%	77.42%
Target	95%	95%	95%	95%	95%

How Are We Doing

The PSRB's overall score on its last customer service survey, reported for the 2022 calendar year, was 91.67% with 63 responses.

Notably, in 2019 PSRB began surveying its clients, victims, and attorneys more consistently, enclosing customer service surveys with all Board orders, regardless of outcome. Of those who responded for 2022, six identified as clients, one identified as an attorney, 33 identified as case managers, and 18 identified as "other" or did not list an affiliation. The PSRB did not receive any results from persons who listed themselves as a victim.

Given that some significant portion of the Board's clients are either unhappy generally with the PSRB or were unhappy with the decision memorialized in the order, there is a certain degree to which it is reasonable to expect negative responses. In addition, given the Board scheduled 482 hearings and held countless other meetings and trainings during 2022, but only received a response rate of 63 surveys, the Board regards this survey as a poor indicator of how well it is actually performing. Future ways to achieve more accurate numbers include parsing out the data per affiliation with the PSRB. In addition, the agency will continue to explore opportunities to maximize the dissemination of and access to this survey.

In order to complete the return to 95% satisfaction or above, the Board has once again redoubled its efforts to train and provide information to its stakeholders, including social workers, case managers, attorneys, treatment providers, and law enforcement members. The agency is continuing these efforts, including holding an in-person forensic conference in October 2022, the first time since 2019 due to the COVID-19 pandemic.

In addition to outside trainings, in 2019, the Board launched a new strategic plan designed to give the PSRB and its staff a vision for the future, direction, and increased agency over their work and careers. The plan went into effect officially in September 2019, calling for: increased staff and Board member training; best practices based on research and data; a safe, inclusive, and collaborative work environment for staff; and increased efficiency and information availability through strategic technological upgrades. The plan also contemplates how to garner and incorporate more feedback directly from clients beyond their experience at a particular hearing. The PSRB expects the direction and initiatives suggested in the plan to lead to more positive outcomes in the future as it becomes more ingrained in the Board's and staff's culture.

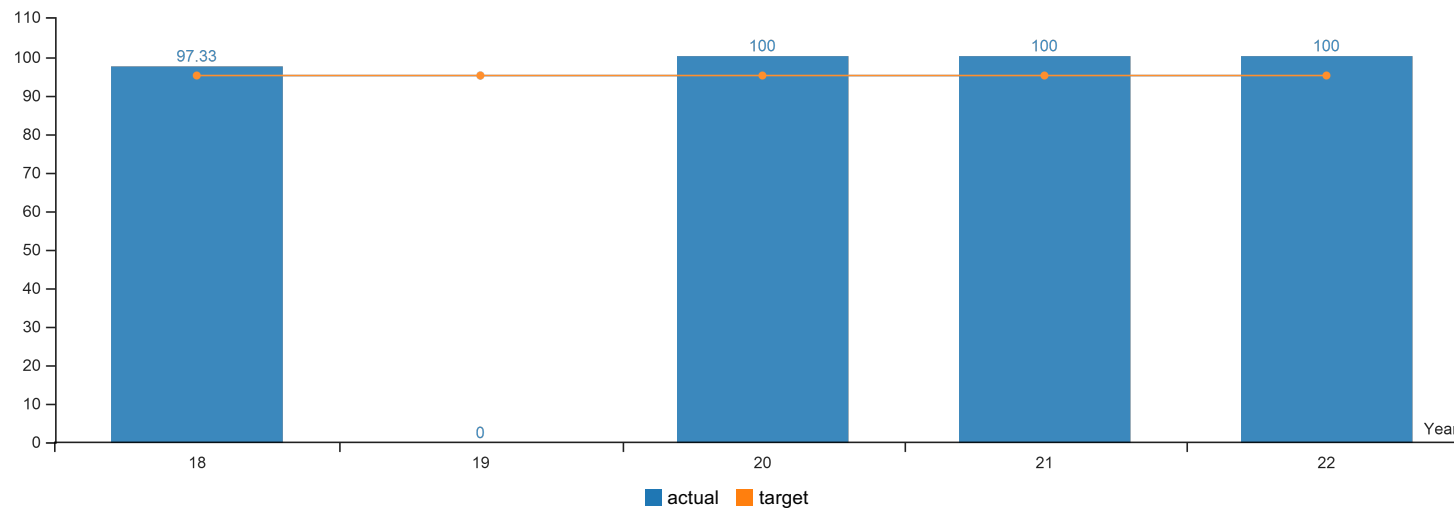
Factors Affecting Results

The Board's customers, mentioned above, have diverse perspectives on its programs and methods. Satisfying such a broad set of stakeholders can be challenging, but the agency believes that educating and training its staff and external stakeholders through PSRB conferences, personal appearances by the executive director (when possible), and in-person and online courses, will continue to produce positive results. The PSRB has continued to expand its availability of virtual, live courses for external stakeholders since 2020.

As mentioned above, by their nature some of the Board's decisions are unpopular with stakeholders. In cases with active victims or other members of the community, either the client or the community is likely to emerge unhappy from the hearing. When individuals do not like the Board's decisions, that feeling can sometimes affect satisfaction with the Board overall. Nevertheless, the Board believes that legally correct decisions resulting from sound evidence and careful and thorough deliberation demonstrate and fulfill the Board's commitment to public safety and recovery. Well-trained and healthy staff provide more consistent and correct information, raising scores in expertise, helpfulness, and knowledge. In accordance with its strategic plan, the Board intends to continue providing the training, information, and environment that contributes to everyone's satisfaction, even when the outcomes are not what an individual stakeholder might prefer.

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	2018	2019	2020	2021	2022
Percentage of Best Practices Met					
Actual	97.33%		100%	100%	100%
Target	95%	95%	95%	95%	95%

How Are We Doing

The PSRB historically compiled and reported this performance measure on a biennial basis, surveying the Board members in the fall of each even-numbered year. Starting in 2021, the PSRB began reporting this performance measure on an annual basis. The Board reached its goal on this performance measure in 2016, 2018, 2020, 2021, and 2022. In 2022 the PSRB performance on this measure exceeded its target goal of 95% with 100%. The Board's values, as outlined in its strategic plan, include due process, research, and partnership, all three of which enhance the Board's ability to develop and adhere to best practices.

As in past years, the Board is unaware of any comparable public or private industry standards to which to compare these results. Irrespective of the unavailability of comparable agencies, 100% would compare favorably with any similar organizations subject to the same Key Performance Measure.

Factors Affecting Results

As in past years, the executive director keeps the Board members informed about matters of significance, including the agency's best practices and how the agency uses them. The key component of this performance measure is the open and deliberate communication between the executive director and the Board. The PSRB consists largely of professionals with full-time jobs, practices, or other professional interests, so they depend on the executive director's reports of staff accomplishments and methods. Quarterly administrative meetings and regular consulting between Board staff and the Board chair supports the Board's continued consistent achievement of best practices.

One factor that could affect this result in the future is Board member transition at the ends of terms. Initially, new Board members knowledge is, of necessity, limited. To mitigate this knowledge gap, the agency provides individual training, information, and updates to new and returning Board members before distributing the best practices survey. As mentioned above, the executive director

provides regular updates, with special attention to the type of information that the agency believes will be most helpful to new Board members as they settle into their new roles.

Appendix C: Key Partners

Clients	GEI	REI	CC	GR	SOC&R
Victims	GEI	REI	CC		
Parents / Guardians	GEI	REI	CC		SOC&R

Client Counsel

Primary	GEI	REI	CC		
Secondary	GEI				
Others	GEI			GR	
Youth Rights Justice		REI			

State

Legislature	GEI	REI	CC	GR	SOC&R
BOPPPS					SOC&R
Oregon State Police	GEI	REI	CC	GR	SOC&R
Dept of Corrections	GEI	REI	CC		

Department of Justice

AAGs	GEI	REI			
Victim's Advocates	GEI	REI	CC		
Liaison	GEI	REI			

Oregon Health Authority

Fiscal and Operations Division	GEI	REI	CC	GR	SOC&R
External Relations	GEI	REI	CC	GR	SOC&R
Health Systems Division	GEI	REI	CC	GR	SOC&R
Health Policy and Analytics	GEI	REI	CC	GR	SOC&R
Public Health Division	GEI	REI	CC	GR	SOC&R

Oregon State Hospital

Administration	GEI	REI	CC		
Legal Department	GEI	REI	CC		SOC&R
State Hospital Review Panel	GEI				SOC&R
Liaison	GEI	REI	CC	GR	
Psychiatrists	GEI	REI	CC		
Psychologists	GEI	REI	CC		
Social Workers	GEI	REI	CC		
Security	GEI	REI	CC	GR	

Children's Farm Home

Liaison		REI			
Clinicians		REI			

Albertina Kerr

Liaison		REI			
Clinicians		REI			

36 Counties

Judges	GEI	REI	CC		
DAs	GEI	REI	CC	GR	
Juvenile Court Counselors		REI			
Defense Attorneys	GEI	REI	CC	GR	
Victim's Assistance	GEI	REI	CC		
Sheriffs	GEI	REI	CC	GR	

County Mental Health

Administration	GEI	REI	CC		
65 Case Managers	GEI	REI	CC		

County DD

Administration	GEI	REI	CC		
10 Case Managers	GEI	REI	CC		

Dozens of Cities

Chiefs of Police	GEI	REI	CC	GR	
------------------	-----	-----	----	----	--

Treatment Providers

Co MH Agencies	GEI	REI	CC		
Private Non-Profits	GEI	REI	CC		

100 Residences

SRTF / State-Ops	GEI	REI	CC	GR	
RTH/F	GEI	REI			
ECF	GEI				
AFH	GEI				
Group Homes		REI			
Proctor Home		REI			
Supported Housing	GEI	REI			

Out-of-State

DAs				GR	
Sheriffs				GR	
Chiefs of Police				GR	

Federal

NICS				GR	
------	--	--	--	----	--

Program Key

GEI=Guilty Except for Insanity
 REI=Responsible Except for Insanity
 CC=Civil Commitment
 GR=Gun Relief
 SOC&R=Sex Offender Classification and Relief

Appendix D: Agency 15% Reduction Options

Agency Name (Acronym)- Psychiatric Security Review Board (PSRB) 39900

2023 - 2025 Biennium

Detail of Reductions to 2023-25 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	L F	O F	NL-OF	F F	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
1	PSRB	4650	Other Services/Supplies	\$ 4,800						\$ 4,800					Cut all parking validation
2	PSRB	4575	Agency Program Related S&S	\$ 3,426						\$ 3,426					Cut all (utilized for keynotes and catering)
3	PSRB	4125	Out-of-State Travel	\$ 3,965						\$ 3,965					Cut all travel
4	PSRB	4375	Recruitment	\$ 4,199						\$ 4,199					Cutting all recruitment funds would drastically limit the PSRB's ability to reach out across the state to recruit for the 10 Board member positions. The PSRB's two boards each require an attorney, a psychiatrist, a psychologist, a probation officer, and a public member per statute. The PSRB has made it a primary focus in it's Affirmative Action Plan to engage in recruitment tactics that would result in a more diverse Board. Without funds to recruit, the PSRB would be limited to opening in Workday
5	PSRB	4100	In-State Travel	\$ 30,854						\$ 30,854					Cut all travel.
6	PSRB	4150	Employee Training	\$ 6,004						\$ 6,004					Cutting all budgeted employee training would result in the inability to cross train staff to make up for the loss of 25% of the current staff.
7	PSRB	4400	Dues & Subscriptions	\$ 4,264						\$ 4,264					Cutting \$4K of allotted \$5264 would only allow for the payment of Oregon State Bar dues for our mandated attorney Board members.
7	PSRB	4175	Office Expenses	\$ 40,037						\$ 40,037					Cut additional \$25K for a total of \$40K
8	PSRB	4700	Expendable Property	\$ 29,084						\$ 29,084					The PSRB is moving offices in March 2023 and is in the process of updating extremely out of date property, to include ergonomic desks. The PSRB has been judicious in utilizing free or surplus items when able, but expects an increase in use of expendable property.
9	PSRB	4715	IT Expendable Property	\$ 16,685						\$ 16,685					The PSRB would be unable to purchase new computers as warranties expire or they break
10	PSRB	4300	Professional Services	\$ 19,399						\$ 19,399					Cut a significant portion of the professional services that the PSRB relies upon in order to
11	PSRB	4225	State Gov. Service Charges	\$ 13,589						\$ 13,589					Remove files from SOS archives and store them in the PSRB office. There are over 300 boxes
12	PSRB	--	Eliminate AS2 Position	\$ 156,549						\$ 156,549	399010	1.00			Eliminate position for a total of a 50% reduction in AS2 staff. The PSRB conducted over 480 hearings in 2022, a number that is expected to slightly increase in 2023. The burden of preparing
13	PSRB	--	Eliminate OS2 Position	\$ 140,405						\$ 140,405	399013	1.00			Eliminate position for a total of a 50% reduction in AS2 staff. The PSRB conducted over 480 hearings in 2022, a number that is expected to slightly increase in 2023. The burden of preparing exhibit files for each of these hearings falls on the four AS2 positions. The time and attention to detail needed to ensure accuracy would make it impossible to hold as many hearings if the PSRB were to cut 25% of its staff.
14	PSRB	--	Eliminate AS2 Position	\$ 156,549						\$ 156,549	399008	1.00			Eliminate position for a total of a 50% reduction in AS2 staff. The PSRB conducted over 480 hearings in 2022, a number that is expected to slightly increase in 2023. The burden of preparing exhibit files for each of these hearings falls on the four AS2 positions. The time and attention to detail needed to ensure accuracy would make it impossible to hold as many hearings if the PSRB were to cut 25% of its staff.
				\$ 629,810						\$ 629,810	399,008	3.00			

Target GF (15%) \$ 629,810 5% \$ 209,937
 Difference \$ 0

Appendix E: Program prioritization for 2021-23 (form 107BF23)

AGENCY SUMMARY

3. Program Prioritization for 2023-25 (form 107BF23): N/A