



Psychiatric Security Review Board

6400 SE Lake Road, Suite 375

Portland, OR 97222

Phone: (503) 229-5596

Fax: (503) 224-0215

Email: psrb@psrb.oregon.gov

Date: November 3, 2025
To: Senator Kate Lieber & Representative Tawna Sanchez
Joint Interim Committee on Ways and Means Co-Chairs
From: Alison Bort, Executive Director
Subject: PSRB Budget Reduction Options for Consideration

Dear Senator Lieber and Representative Sanchez,

The Psychiatric Security Review Board (PSRB) is responsible for protecting public safety while supporting the recovery and community reintegration of individuals under its jurisdiction, including those found Guilty Except for Insanity (GEI), Responsible Except for Insanity (REI), and those determined to be extremely dangerous and suffering from a qualifying mental disorder. The Board fulfills this statutory mission through oversight of hospital and community placements, management of conditional releases, and the conduct of timely contested hearings. In addition, the PSRB is the State's delegated authority responsible for restoring firearm rights restricted due to a mental health determination and for classifying, reclassifying, and relieving individuals from sex offender registration obligations stemming from a GEI or REI adjudication.

In developing its reduction proposal, the PSRB focused on maintaining its core public safety and quasi-judicial functions while minimizing disruption to operations and services. Because the PSRB's responsibilities are unique and not duplicated elsewhere in Oregon's behavioral health or criminal justice systems, reductions were structured to first capture savings where possible and then preserve the agency's specialized workforce and the services and supplies most essential to fulfilling its mission. However, given the agency's small size, even with these strategies, PSRB was ultimately forced to propose a workforce reduction, one we hope can be avoided.

The following provides the Committee with information on new and expanded programs. The subsequent strategies reflect PSRB's approach, beginning with operational reductions and concluding with a potential personnel reduction, which would be implemented only if necessary to achieve the full 5% target.

New and Expanded Programs

The PSRB has not established or expanded any programs since July 1, 2021. All current program areas are longstanding and authorized under ORS Chapter 161 and Chapter 426. The agency's work during this period has focused on maintaining and improving the administration of its existing statutory responsibilities rather than developing new or expanded initiatives. There are no new programs in development, and no Policy Option Packages (POPs) have been implemented for program expansion during the 2021–23, 2023–25, or 2025–27 biennia.

Agency Reduction Strategy

In response to the Legislature's 5% budget reduction considerations, the PSRB proposes a three-part strategy. The goal is to meet reduction targets while maintaining the agency's core functions and minimizing impacts on public safety, service delivery, and workforce capacity.

Strategy 1: Reduce Expenditures from Approved Policy Option Package (POP)

Category: Business Analyst and Project Manager Contract — \$319,000

The first strategy is to reduce funding from the Policy Option Package (POP) approved in the most recent legislative session to support the agency's case management system modernization effort. This POP was funded at the full requested amount of \$319,500, specifically for a Business Analyst and Project Manager. Notably, this was the outer limit of the estimated cost, and it is possible that the awarded bid will be for a lower amount.

The agency issued a Request for Quote (RFQ) to vendors on the state's Master IT Professional Services list, with bidding closing on October 7, 2025. Unfortunately, no bids were received. After consulting further with procurement and analyzing why vendors may have missed the initial offering, the agency reposted the RFQ to the same list, which is expected to close today, November 3, 2025.

Several additional steps are required before the agency can determine whether any portion of the \$319,500 granted through the POP could be proposed as a reduction. At this stage, the agency is not permitted to review cost proposals, so potential savings are currently unknown. However, this will serve as the first source of reductions to the extent possible, without jeopardizing the successful implementation of the new case management system, which remains a critical agency priority. If a bid is successfully received and the best-value analysis is completed, which we anticipate by late November, the agency will be able to propose the reduction.

Strategy 2: Reductions to Services and Supplies

The PSRB carefully reviewed past biennia actuals and projected needs for 2025–27 to identify realistic savings opportunities. Many of the agency's service and supply expenses are tied to standard price agreements or fixed costs, leaving limited flexibility. The following reductions are prioritized from lowest to highest anticipated impact on agency operations.

Category	Description of Reduction and Impact	Proposed Reduction
Office Expenses	The Board plans to reduce office expenses based on a review of past biennia and anticipated costs for this biennium. The 2023 office move temporarily increased agency costs, but actual expenditures have since stabilized. However, office expenses can be unpredictable, and this reduction may limit flexibility to manage unforeseen needs, potentially affecting operational efficiency.	\$30,000
Purchase of Expendable Property	This reduction will limit PSRB's ability to replace or upgrade durable equipment. Staff may need to continue using outdated or worn items, which could reduce efficiency and slow workflow. Remote work flexibility—identified as a key factor in employee satisfaction and productivity—may also be impacted, as the agency may not be able to replace equipment used for remote work. While recent purchases following the 2023 office move have lowered needs, this reduction reduces our ability to maintain a fully functional workspace.	\$20,000
Out-of-State Travel	Funding supports the Executive Director's participation in the NASMHPD Forensic Division, where Oregon currently holds an executive leadership role. Eliminating this funding will limit Oregon's participation in national forensic policy discussions and reduce access to emerging best practices. While the agency will continue participating virtually, when possible, Oregon's influence and ability to bring innovations home will be reduced.	\$4,133
Telecomm/Tech Services and Supplies	The agency has identified potential savings by decreasing landline use and limiting staff cell phones in favor of Microsoft Teams. While Teams lowers costs, it also creates challenges in reaching staff quickly during urgent or crisis situations, which are central to PSRB's mission. The transition from phone-based MFA apps to YubiKeys will help offset some costs, but overall, the reduction will limit flexibility during emergencies.	\$5,867
Telecomm/Tech Services and Supplies (Additional Reduction)	A further reduction of \$40,000 will potentially affect PSRB's ability to maintain reliable technology and communication tools.	\$40,000
Agency Program-Related Services and Supplies	Reducing this line limits PSRB's participation in conferences such as those hosted by the Mental Health Association of Portland, which support professional development and stakeholder collaboration. The reduction will narrow the agency's ability to maintain community partnerships and stay informed on evolving best practices in forensic mental health.	\$3,570

Category	Description of Reduction and Impact	Proposed Reduction
Expendable Property (Additional Reduction)	A further reduction of \$10,550 will create additional strain on the agency's ability to maintain essential equipment. As equipment ages, the risk of inefficiency and increased maintenance needs will rise, and the agency's flexibility to support remote work will continue to decline.	\$10,550
Office Expenses (Additional Reduction)	An additional \$12,865 reduction in office expenses will further limit the agency's ability to address unplanned facility or operational needs, creating greater risk of disruption to daily operations.	\$12,865
Recruitment	While the agency is currently fully staffed, reducing recruitment funds will limit the ability to advertise and attract qualified candidates when vacancies occur. Specialized positions could take longer to fill, leading to potential delays in hearings and customer service impacts.	\$4,000
In-State Travel	Reduced in-state travel will limit the Board's ability to fulfill several priorities in the 2024–27 Strategic Plan, including strengthening partnerships, enhancing oversight of conditional release programs, and onboarding new Board members. While remote participation will continue where possible, in-person site visits are essential for interagency coordination and understanding operational challenges.	\$4,879

Thus far, the reductions outlined in Strategies 1 and 2 total \$135,864, achieving a 2.5% budget reduction, excluding the pending adjustment to the POP allocation (TBD). The following additional reductions are proposed toward achieving the full 5% target reduction of \$271,728.

In-State Travel	Reduced in-state travel will limit the Board’s ability to fulfill several priorities in the 2024–27 Strategic Plan, including strengthening partnerships, enhancing oversight of conditional release programs, and onboarding new Board members. While remote participation will continue where possible, in-person site visits are essential for interagency coordination and understanding operational challenges.	\$20,121
Employee Training	Reducing the training budget limits professional development for PSRB’s small, specialized team. This includes training related to the new case management system and other skill development essential to customer service, technology use, and legal or clinical standards. The cut will also reduce opportunities for in-person team development.	\$6,500

Strategy 3: Personnel Reduction (If Required)

Thus far, the potential reductions outlined in Strategies 1 and 2 total **\$162,485**, excluding the pending adjustment to the POP allocation (TBD). If these proposed reductions are insufficient to achieve the full 5% target reduction of \$271,728, PSRB would be forced to consider a reduction in personnel, representing the most severe and consequential step available.

Proposed Reduction:

- 1.0 FTE Administrative Specialist 2 reduced to 0.5 FTE — \$109,243

Impact:

This reduction would have significant operational and organizational consequences. The affected position is part of the hearings team, which supports one of PSRB's most visible and mission-critical functions, which includes processing exhibits, managing hearing logistics, and ensuring that due process requirements are met. Eliminating this position would effectively remove 25% of the team's capacity, placing substantial strain on remaining staff and increasing the likelihood of processing delays, errors, and missed deadlines. These impacts directly affect public safety, legal compliance, and customer service delivery.

This reduction also comes at a particularly fragile moment for the agency's workforce. After multiple biennia of rebuilding, PSRB has only recently established the baseline staffing levels necessary to function effectively. Our succession planning and gap analysis have shown that additional role adjustments are still needed to align staff skills and workloads with the agency's long-term operational needs. Cutting a position now would not only reverse hard-won progress, but it would also exacerbate existing workload imbalances, particularly given the delay in implementing the new case management system (CMS).

The proposed CMS is designed to modernize workflows, automate manual processes, and ultimately allow for natural workforce efficiencies over time. Without those efficiencies in place, the agency continues to rely heavily on administrative staff to perform manual tasks that the new system is intended to replace. A personnel reduction now would therefore remove essential capacity before technological and structural efficiencies can be realized, increasing burnout risk and diminishing productivity across all program areas.

In short, while PSRB recognizes the fiscal realities driving these requests for proposed reductions, a personnel reduction at this stage would have significant and cascading effects on the agency's operations, delaying modernization efforts, eroding service quality, and undermining the stability and morale of a small but high-performing team.

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2025-27 Biennium																
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Detail of Reductions to 2025-27 Legislatively Adopted Budget																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Gov. Reduction Target Yes / No	One-Time Yes / No	Describe the reduction and associated impact on services and outcomes. Please identify the source of Other Funds reductions.	
Dept																
		399		Office Expenses	\$30,000						\$30,000					The Board plans to reduce office expenses based on a review of past biennia and anticipated costs for this biennium. The 2023 office move temporarily increased agency costs, but actual expenditures have since stabilized. However, office expenses can be unpredictable, and this reduction may limit flexibility to manage unforeseen needs, potentially affecting operational efficiency.
		399		Purchase of Expendable Property	\$20,000						\$20,000					This reduction will limit PSRB’s ability to replace or upgrade durable equipment. Staff may need to continue using outdated or worn items, which could reduce efficiency and slow workflow. Remote work flexibility—identified as a key factor in employee satisfaction and productivity—may also be impacted, as the agency may not be able to replace equipment used for remote work. While recent purchases following the 2023 office move have lowered needs, this reduction reduces our ability to maintain a fully functional workspace.
		399		Out-of-State Travel	\$4,133						\$4,133					Funding supports the Executive Director’s participation in the NASMHPD Forensic Division, where Oregon currently holds an executive leadership role. Eliminating this funding will limit Oregon’s participation in national forensic policy discussions and reduce access to emerging best practices. While the agency will continue participating virtually, when possible, Oregon’s influence and ability to bring innovations home will be reduced.
		399		Telecomm/Tech Services and Supplies	\$45,867						\$45,867					The agency has identified potential savings by decreasing landline use and limiting staff cell phones in favor of Microsoft Teams. While Teams lowers costs, it also creates challenges in reaching staff quickly during urgent or crisis situations, which are central to PSRB’s mission. The transition from phone-based MFA apps to YubiKeys will help offset some costs, but overall, the reduction will limit flexibility during emergencies.

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		399		Agency Program-Related Services and Supplies	\$3,570						\$3,570					Reducing this line limits PSRB’s participation in conferences such as those hosted by the Mental Health Association of Portland, which support professional development and stakeholder collaboration. The reduction will narrow the agency’s ability to maintain community partnerships and stay informed on evolving best practices in forensic mental health.
		399		Expendable Property (Additional Reduction)	\$10,550						\$10,550					A further reduction of \$10,550 will create additional strain on the agency’s ability to maintain essential equipment. As equipment ages, the risk of inefficiency and increased maintenance needs will rise, and the agency’s flexibility to support remote work will continue to decline.
		399		Office Expenses (Additional Reduction)	\$12,865						\$12,865					An additional \$12,865 reduction in office expenses will further limit the agency’s ability to address unplanned facility or operational needs, creating greater risk of disruption to daily operations.
		399		Recruitment	\$4,000						\$4,000					While the agency is currently fully staffed, reducing recruitment funds will limit the ability to advertise and attract qualified candidates when vacancies occur. Specialized positions could take longer to fill, leading to potential delays in hearings and customer service impacts.
		399		In-State Travel	\$4,879						\$4,879					Reduced in-state travel will limit the Board’s ability to fulfill several priorities in the 2024–27 Strategic Plan, including strengthening partnerships, enhancing oversight of conditional release programs, and onboarding new Board members. While remote participation will continue where possible, in-person site visits are essential for interagency coordination and understanding operational challenges.
2.5% Budget Reduction = \$135.856																

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		399		In-State Travel	\$20,121						\$20,121					Reduced in-state travel will limit the Board’s ability to fulfill several priorities in the 2024–27 Strategic Plan, including strengthening partnerships, enhancing oversight of conditional release programs, and onboarding new Board members. While remote participation will continue where possible, in-person site visits are essential for interagency coordination and understanding operational challenges.
		399		Employee Training	\$6,500						\$6,500					Reducing the training budget limits professional development for PSRB’s small, specialized team. This includes training related to the new case management system and other skill development essential to customer service, technology use, and legal or clinical standards. The cut will also reduce opportunities for in-person team development.

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Dept																
		399	Administrat ive Specialist 2 reduced to 0.5 FTE		\$109,243						\$109,243		1.00			This reduction would have significant operational and organizational consequences. The affected position is part of the hearings team, which supports one of PSRB’s most visible and mission-critical functions, which includes processing exhibits, managing hearing logistics, and ensuring that due process requirements are met. Eliminating this position would effectively remove 25% of the team’s capacity, placing substantial strain on remaining staff and increasing the likelihood of processing delays, errors, and missed deadlines. These impacts directly affect public safety, legal compliance, and customer service delivery. This reduction also comes at a particularly fragile moment for the agency’s workforce. After multiple biennia of rebuilding, PSRB has only recently established the baseline staffing levels necessary to function effectively. Our succession planning and gap analysis have shown that additional role adjustments are still needed to align staff skills and workloads with the agency’s long-term operational needs. Cutting a position now would not only reverse hard-won progress, but it would also exacerbate existing workload imbalances, particularly given the delay in implementing the new case management system (CMS). The proposed CMS is designed to modernize workflows, automate manual processes, and ultimately allow for natural workforce efficiencies over time. Without those efficiencies in place, the agency continues to rely heavily on administrative staff to perform manual tasks that the new system is intended to replace. A personnel reduction now would therefore remove essential capacity before technological and structural efficiencies can be realized, increasing burnout risk and diminishing productivity across all program areas. In short, while PSRB recognizes the fiscal realities driving these requests for proposed reductions, a personnel reduction at this stage would have significant and cascading effects on the agency’s operations, delaying modernization efforts, eroding service quality, and undermining the stability and morale of a small but high-performing
				TOTAL	271,728	-	-	-	-	-	\$271,728	0	1.00			

Target (5%) Difference

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2025-27 Biennium

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Agency	SCR	Program Establishment / Expansion			Program Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Implementation Status
		Biennium	Effective Date	Authorization											
We have no new programs												\$ -			
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				TOTAL		-	-	-	-	-	-	\$ -	0	0.00	

Instructions

Column (5) - Authorization should identify the source of the new program or program expansion, which could include enabling legislation, approved policy option package, or administrative establishment.

Column (6) - Program description should include a summary of the program and the expansion (if applicable), including any partner state agencies.

Column (16) - Current status of program implementation should be summarized, including any future budget requests anticipated upon full program implementation.