
2024–27 STRATEGIC PLAN & DEI PLAN
PROGRESS REPORT



PSRB
STATE OF OREGON
**PSYCHIATRIC
SECURITY
REVIEW BOARD**

PARTNERSHIP



RESEARCH



DUE PROCESS



RECOVERY



July 1, 2025 – June 30, 2026

A Message from the Executive Director

When PSRB adopted its 2024–27 Strategic Plan, we envisioned the agency as a reliable judicial pillar: one that protects public safety while promoting due process, recovery, and person-centered care. We also recognized that fulfilling this mission requires more than sound decisions in individual cases. It requires strong partnerships, research-informed practices, an inclusive and supported workforce, transparent and accessible systems, and sustained investment in the agency’s operational and technological infrastructure.

This report reflects an important year in moving that vision from aspiration into durable agency practice. This progress was achieved while PSRB managed one of the largest annual workloads in its recent history, scheduling 609 matters (the highest total since 2016) while continuing to provide timely hearings and statewide services.

This was also a significant year for PSRB’s governance and statutory framework. Following enactment of House Bill 2804, the agency completed its transition from separate adult and juvenile panels to a single five-member Board and successfully recruited, appointed, and onboarded two new members. The new members received comprehensive orientation on the Board’s mission, legal authority, ethical obligations, hearing practices, and agency operations. PSRB also began implementing the four agency-requested bills enacted during the 2025 legislative session. Together, House Bills 2804, 2807, 2812, and 2915 modernized the Board’s structure, established important liability protections, strengthened the confidentiality framework for client health information, and improved PSRB’s access to records needed to carry out its responsibilities. Implementing these measures required coordinated changes to rules, forms, training, public guidance, hearing practices, and internal workflows.

Some of the most meaningful progress occurred through the development of stronger structures for collaboration, accountability, and continuity. PSRB and the Oregon Health Authority Behavioral Health Division completed a Memorandum of Understanding clarifying their respective responsibilities and developed a shared roadmap identifying projects that require continued system attention. PSRB also strengthened its partnership with the Oregon Public Defense Commission, expanded the network of attorneys prepared to represent clients, and entered into an MOU with the Oregon Department of Justice’s AAP program to clarify responsibilities and improve coordination in supporting victims who participate in Board proceedings. These partnerships are helping PSRB identify where clearer rules, procedures, training, and communication are needed across the system.

We continued investing in the competence of the professionals who serve individuals on conditional release. PSRB substantially expanded foundational training, START education, recorded resources, consultation, and technical assistance for providers across Oregon. Although the formal Key Components standards were not completed within the original timeline, the work during this period clarified that meaningful, evidence-based specialty standards must be developed collaboratively within Oregon’s broader forensic behavioral-health system. Our strengthened relationship with OHA, early participation in the interRAI implementation process, and engagement in broader forensic-system review have created a more informed foundation from which that work can proceed.

Within the agency, we made substantial progress toward the long-term operational stability contemplated by the strategic plan. Hiring an Operations and Policy Analyst—consistent with a need identified through succession planning—gave PSRB dedicated capacity to build systematic approaches to policies and procedures, records management, and administrative rulemaking. The agency advanced major Division 200 and victims’ rights rule packages, developed a structure for reorganizing Chapter 859, strengthened information-security governance, and began

establishing clearer systems for managing policies, guidance documents, information assets, and records throughout their life cycles.

Operational excellence also means ensuring that people can understand and access our work. PSRB continued implementing its Customer Service Policy, improving website and document accessibility, clarifying points of contact, strengthening response and coverage expectations, and developing more coordinated communication with the people and organizations that interact with the agency. We also recognized that our existing customer-service measure does not adequately capture the distinct experiences of clients, victims, attorneys, treatment providers, hospitals, and other partners. Revising the KPM and related feedback tools will be an important priority in the final year of the plan.

Our DEI commitments remain integrated throughout this work rather than treated as a separate undertaking. Transparent systems, accessible information, respectful and trauma-informed communication, employee voice, professional development, and clear opportunities to contribute all strengthen both equity and organizational performance. During this reporting period, PSRB remained fully staffed, experienced no employee turnover, and continued building a workplace culture grounded in trust, accountability, inclusion, and shared responsibility for the agency's mission.

As we enter the final year of the 2024–27 Strategic Plan, our work will increasingly focus on implementation: turning newly adopted rules into consistent practice, advancing the policy and records-governance systems now underway, improving customer-service measurement, continuing collaboration on conditional-release program standards, and carrying forward the priorities established through the IT Strategic Plan. Progress will not be measured only by whether individual projects are checked off a list, but by whether PSRB's systems are becoming more reliable, accessible, evidence-informed, and sustainable.

I am grateful to our Board members, staff, system partners, providers, advocates, and stakeholders whose expertise and contributions make this work possible. Together, we remain committed to protecting public safety, honoring due process and victims' interests, supporting recovery, and strengthening the systems that serve individuals under PSRB jurisdiction.

With appreciation,



Alison Bort, J.D., Ph.D.
Executive Director

INITIATIVE 1: MAXIMIZE COLLABORATIVE PARTNERSHIPS TO RESOLVE COMPLEX SYSTEMS ISSUES

Goal 1.1

- ✓ Prioritize and update the joint OHA/BHD strategic roadmap.
- ✓ Conduct regular reviews with OHA partners.
- ✓ Clarify ownership and accountability for shared work.
- ✓ Use implementation experience to adapt the roadmap.

1.1 OHA Behavioral Health/PSRB Roadmap Evolution

Status: Achieved; implementation ongoing

In June 2026, PSRB and the Oregon Health Authority Behavioral Health Division completed a joint Memorandum of Understanding and strategic roadmap. This work was the result of significant collaboration between the two agencies. The MOU clarifies their respective roles and responsibilities in supporting community mental health programs serving individuals under PSRB jurisdiction, while the roadmap identifies shared projects requiring continued system improvement. The completed framework provides clearer ownership, accountability, and coordination for work that previously relied more heavily on informal communication and individual relationships. The roadmap includes ongoing projects involving provider compliance, revocation prevention, funding and rate processes, end-of-jurisdiction planning, workforce competence, and expansion of appropriate community placements. OHA/BHD and PSRB now meet monthly to oversee implementation, review project status, identify priorities, and address emerging issues. The roadmap will continue to evolve as projects are completed, responsibilities are refined, and new system needs are identified.

Goal 1.2

- ✓ Engage OPDC and current or prospective defense contractors.
- ✓ Expand the pool of attorneys prepared to represent PSRB clients.
- ✓ Provide training and procedural resources.
- ✓ Improve appointment and notification processes.

1.2 Strengthening Defense Representation

Status: Ongoing; substantial progress

PSRB continued active collaboration with the Oregon Public Defense Commission to strengthen the availability and quality of defense representation in Board proceedings. OPDC now maintains three contracts for PSRB representation, and caseloads are gradually being expanded and distributed across multiple defense attorneys. This approach builds specialized experience among a broader group of attorneys, reduces reliance on any one provider, and supports the long-term stability of the defense network. PSRB continues to provide participating attorneys with orientation, training, consultation, forms, and procedural guidance, while making learning and engagement opportunities available to all attorneys representing PSRB clients. During the reporting period, OPDC also published its first standards for representation in PSRB proceedings. PSRB reviewed the proposed standards and provided feedback based on the specialized nature of the Board's programs and processes. Although the addition of contracts represents meaningful progress, continued expansion of defense capacity remains a priority. PSRB will continue working with OPDC to recruit, prepare, and support additional qualified attorneys so that representation remains timely, sustainable, and available as caseloads and program complexity evolve. As the number of participating attorneys increases, a related priority is to streamline the appointment and notification process. PSRB and OPDC will work to establish a clearer and more consistent method for identifying appointed counsel and communicating changes in representation so that PSRB, clients, attorneys, and other parties can readily determine who represents each client. This work is intended to reduce uncertainty, prevent gaps or duplication in communication, and support timely and effective representation.

Goal 1.3

- ✓ Establish and standardize PSRB’s role in end-of-jurisdiction planning Engage OPDC and current or prospective defense contractors.
- ✓ Clarify lawful reporting and communication options.
- ✓ Identify higher-risk and complex upcoming discharges Expand the pool of attorneys prepared to represent PSRB clients.
- ✓ Develop consistent rules or procedures.

1.3 Enhance End-of-Jurisdiction Planning

Status: Ongoing; practices established and formalization underway

PSRB has established a consistent practice of reviewing the status and adequacy of discharge planning at each client’s final statutorily required hearing before Board jurisdiction ends. This allows the Board and the parties to address continuity of treatment, housing, benefits, voluntary services, risk communication, and other transition concerns while the Board still has authority to act.

Formal rules or comprehensive procedures have not yet been completed. Ongoing work will focus on establishing more consistent criteria for identifying higher-risk cases and determining when PSRB should use additional reporting, a status hearing, focused findings, information in a discharge order, or another lawful communication to support continuity and public safety.

Agency leadership also continues to meet bimonthly with Oregon State Hospital and OHA Behavioral Health Division leaders to identify higher-risk or particularly complex upcoming discharges and coordinate early system planning. Because responsibility for services and risk mitigation after jurisdiction ends is distributed across multiple agencies and community partners, end-of-jurisdiction planning has also been incorporated into the joint OHA–PSRB roadmap as an ongoing, all-systems project. The roadmap recognizes PSRB’s current practices of identifying future discharges, reviewing discharge plans, and collaborating with OHA and OSH on cases that may require additional attention.

House Bill 2812, enacted in 2025, provides a clearer confidentiality framework for individually identifiable health information held by PSRB. The law protects that information from general public disclosure while authorizing disclosure in specified circumstances, including to carry out the Board’s statutory duties, for law-enforcement purposes, and in emergencies, and directs PSRB to adopt implementing rules. This authority will inform the agency’s continuing work to define when and how information may appropriately be communicated in higher-risk end-of-jurisdiction cases.

INITIATIVE 2: ADVANCE COMPETENCE IN PSRB CONDITIONAL RELEASE PROGRAMS

Goal 2.1

- ✓ Analyze Update the Conditional Release Handbook.
- ✓ Update the Conditional Release Placement Guide.
- ✓ Maintain onboarding expectations for case monitors.
- ✓ Maintain onboarding resources for medical practitioners.
- ✓ Publish and maintain a training catalog.

2.1 Conditional Release Program Training Enhancements

Status: Substantial progress; statewide training and provider-support resources expanded, with handbook revision ongoing

During the reporting period, the PSRB expanded training and educational resources to improve consistency, knowledge, and collaboration among conditional release providers statewide. In 2025, the agency delivered ten PSRB 101 trainings to residential treatment providers and Community Mental Health Programs (CMHPs) as well as four additional trainings to community medical practitioners, providing foundational education on the Board's authority, processes, roles and expectations. The agency also conducted 18 trainings on the Short-Term Assessment of Risk and Treatability (START) tool to support evidence-informed risk assessment and case management practices. Building on these efforts, the PSRB launched a monthly training series for conditional release providers in July 2026, focused on PSRB-specific topics relevant to community supervision and treatment. Training sessions are recorded and made available to providers, increasing accessibility and creating an ongoing learning resource for both new and experienced professionals across Oregon.

While the comprehensive revision of the PSRB Handbook remains in progress, the agency has made significant strides in developing and enhancing the supporting resources that providers rely on in their day-to-day work. During the reporting period, the PSRB created and updated numerous forms, templates, guidance documents, and accompanying instructions to improve clarity, consistency, and ease of use. These resources provide community providers with practical tools for completing required documentation, navigating PSRB processes, and understanding agency expectations. Together, these improvements have strengthened provider support and increased access to clear, standardized information while the broader handbook revision continues.

In addition to formal training opportunities, PSRB staff continued to provide routine consultation and technical assistance to community providers throughout the reporting period. Regularly scheduled meetings with residential treatment providers and conditional release monitors created opportunities to review client movement, discuss treatment progress, address barriers to placement and service delivery, and ensure consistent understanding of PSRB expectations. When urgent issues arose, staff convened case-specific meetings to provide timely guidance, facilitate communication among partners, and support coordinated decision-making. These ongoing consultations strengthened relationships with providers, promoted consistency in the implementation of conditional release requirements, and enhanced collaboration in supporting individuals under PSRB jurisdiction.

Goal 2.2

- ✓ Analyze relevant criminal-justice and behavioral-health standards.
- ✓ Engage external expertise and explore interagency collaboration.
- ✓ Convene a collaborative workgroup.
- ✓ Share and refine recommendations.
- ✓ Publish first-iteration Key Components guidelines.

2.2 Establish Key Components for Effective Conditional Release Programs

Status: System-level work underway; collaborative planning and emerging assessment tools are creating a stronger foundation for future standards

Strategic Shift to System-Level Development

PSRB did not complete the formal Key Components guidelines within the original timeline. As previously reported, developing meaningful standards for conditional-release programs requires specialized forensic expertise, research, system-partner engagement, and alignment among the agencies and providers responsible for authorizing, overseeing, and delivering services.

During this reporting period, PSRB further clarified that the initiative cannot be developed effectively as a stand-alone agency project. Evidence-based specialty standards addressing provider competencies, treatment-team practices, risk and recovery assessment, supervision, levels of care, and movement through the treatment continuum must be developed collaboratively within Oregon’s broader forensic behavioral-health system.

This represents a strategic shift in how PSRB is pursuing the goal rather than an abandonment of it. Significant collaboration with OHA during the reporting period created a clearer framework for identifying the work that needs to occur and the system partners that will need to participate. PSRB also began connecting the initiative to emerging assessment practices and broader reforms that may provide the information, expertise, and system support needed for the project to gain traction.

Collaboration and Projects Identified Through the OHA–PSRB Roadmap

The joint OHA–PSRB roadmap described under Goal 1.1 identifies several potential projects relevant to the Key Components initiative. These include exploring minimum competencies for treatment providers, clarifying responsibility for oversight of conditional-release plans, coordinating training responsibilities among OHA, PSRB, CMHPs, and providers, and considering approaches to more specialized conditional-release programming. The roadmap recognizes that developing these standards will require participation from multiple areas within OHA and cannot be assigned to a single agency or program.

The roadmap should be understood as a shared portfolio of projects and collaboration opportunities rather than completed or fully initiated work. Most of the projects related to formal conditional-release program standards had not moved into substantial implementation by the end of the reporting period. Nevertheless, identifying and documenting them was an important strategic step. It created a common understanding of the issues on the table and established a structure through which PSRB and OHA can determine priorities, identify appropriate participants, and sequence future work.

One concrete collaboration opportunity identified through the roadmap involved Oregon’s transition to the interRAI assessment process. This allowed PSRB to engage with OHA early and provide feedback about how the new tool might better support decisions involving individuals under PSRB jurisdiction.

interRAI and Evidence-Informed Decision-Making

OHA is transitioning to an interRAI-based assessment process for adults with serious mental illness referred for certain Medicaid home- and community-based services. OHA scheduled the new assessment process to begin July 31, 2026, shortly after the close of this reporting period.

PSRB views this transition as a potentially important building block for the Key Components initiative. Medical-necessity and residential-eligibility assessments have not always included all of the information needed to support Board decisions about placement, conditional release, and movement to a less restrictive setting. In discussions with OHA, PSRB anticipates that interRAI reports will be useful to the Board, including clearer connections among clinical and functional findings, historical and current risk, response to treatment, need for structure and supervision, the proposed level of care, and readiness to transition.

PSRB does not expect interRAI or its forensic supplement to replace structured forensic-risk assessment or the Board's legal judgment. Rather, the agency hopes the new process will provide a more complete and consistent clinical foundation for those decisions. Medical-necessity tools can identify treatment and support needs, but they may not fully account for the additional monitoring, supervision, or structure necessary to manage forensic risk. Better integration of clinical and forensic information could help narrow this gap, support movement to lower levels of care when appropriate, and more clearly identify when additional safeguards remain necessary.

Implementation of the interrail is underway. Training, workflows, report content, information-sharing practices, and the relationship among interRAI findings, service-authorization decisions, provider recommendations, and Board decisions still required clarification. PSRB will continue participating in the implementation process so that the resulting information is clinically useful, responsive to forensic considerations, and understandable to providers and the Board.

Broader Forensic-System Review and Change

The collaboration with OHA occurred while Oregon's broader forensic behavioral-health system was undergoing significant review and change. Federal oversight under the consolidated *Mink–Bowman* litigation continued, with the Court Monitor reviewing system performance involving Oregon State Hospital admissions, forensic services, discharge processes, and transitions to community care. The *Bowman* portion of the litigation remains stayed, but the related work to improve GEI admission and discharge processes continues.

Although PSRB is not a party to the litigation, agency leadership participated in consultation and process-improvement work involving the GEI conditional-release pathway. This included collaboration with OHA and OSH to clarify process stages, responsibilities, and terminology and participation in development of a shared conditional-release dashboard intended to identify delays and opportunities for improvement.

A separate review by Public Consulting Group, Inc. was also underway as part of the court-monitored system work. The review examined behavioral-health expenditures, existing service gaps, and the resources needed to support system compliance and improvement. PSRB participated in the consultation process by providing data and information about the structure and requirements, associated with supervising and treating individuals under Board jurisdiction.

At the close of the reporting period, final recommendations had not been issued. PSRB is particularly interested in whether the review will generate the system support needed to develop evidence-based specialty standards that conditional-release programs serving individuals under PSRB jurisdiction can follow consistently.

The federal budget legislation commonly referred to as the One Big Beautiful Bill Act has introduced additional uncertainty for Oregon's Medicaid and behavioral-health systems. OHA reports that federally required changes to the Oregon Health Plan will be implemented from late 2026 through 2028, with some details still dependent on federal guidance. Although the full effect on services for individuals under PSRB jurisdiction is not yet known, this changing environment reinforces the need for standards that are evidence-based, clearly defined, and adaptable to changes in service authorization and coverage.

Path Forward

PSRB is hopeful that its strengthened collaboration with OHA, the projects identified through the joint roadmap, implementation of interRAI and its forensic supplement, and the Court Monitor's system review will create the conditions necessary for the Key Components initiative to gain meaningful traction.

The central objective remains the development of evidence-based specialty standards that conditional-release programs can follow when serving individuals under PSRB jurisdiction. Those standards should establish clearer expectations regarding provider competencies, multidisciplinary treatment-team practice, the use of risk and recovery information, supervision and monitoring, treatment planning, and the factors that should guide movement through levels of care.

An effective framework should help providers and decision-makers determine the appropriate level of care at different stages of conditional release, understand the purpose of each placement, identify meaningful treatment and risk-management milestones, and recognize when an individual is ready to move to a less restrictive setting. It should also clarify when additional structure remains necessary because of forensic risk, even when the individual's strictly medical needs may support a lower level of care.

The next phase will be to review the Court Monitor's and PCG's final recommendations, evaluate early experience with interRAI, and work with OHA and other system partners to determine which roadmap projects should be prioritized. PSRB will continue advancing the initiative as a collaborative system project, with the intended outcome of a practical, evidence-based specialty framework that supports recovery, informed decision-making, consistent provider practice, timely movement through the continuum of care, and public safety.

INITIATIVE 3: OPERATIONAL EXCELLENCE AND CUSTOMER SATISFACTION

Goal 3.1

- ✓ Maintain a stand-alone Succession Plan.
- ✓ Review and update the plan annually.
- ✓ Use the plan to guide continuity and workforce development.
- ✓ Record progress through strategic-plan reporting.

3.1 Succession Planning

Status: **Achieved; annual implementation ongoing**

PSRB completed and submitted its updated [2026 Succession Plan](#) within the required timeframe. The plan reflects the agency’s current workforce and leadership needs and identifies priorities for maintaining continuity, preserving institutional knowledge, supporting employee development, and distributing key responsibilities across the organization.

Succession planning remains an ongoing operational practice. PSRB will continue reviewing the plan annually and using it to guide cross-training, desk-manual development, workforce planning, employee development, and preparation for future leadership and staffing transitions.

Goal 3.2

- ✓ Implement the Customer Service Policy and Access/Align framework.
- ✓ Evaluate customer-service measures and KPMs.
- ✓ Develop customer-specific surveys and benchmarks.
- ✓ Use feedback to guide service improvements.

3.2 Enhance Customer Service

Status: **Partially achieved; substantial progress**

PSRB did not fully achieve its goal of developing and implementing customer-specific surveys, benchmarks, and feedback tools during this reporting period. The agency’s customer-service KPM also remained below target, and PSRB concluded that the existing general survey does not provide sufficiently reliable or actionable information across the agency’s varied customer groups.

PSRB nevertheless made substantial progress by moving from largely informal customer-service practices to a more structured agencywide framework. The agency established a formal Customer Service Policy establishing response-time expectations, staff training, call tracking, leave-coverage procedures, customer-service FAQs, clearer points of contact, and more coordinated communication with treatment providers, attorneys, and other system partners. The agency also strengthened public access through improved website management, digital-accessibility work, and expanded rulemaking transparency.

PSRB began testing more targeted customer feedback methods through the Strength in Practice Community Provider Training Series. The series reached more than 84 treatment providers, generated 106 on-demand views as of June 2026, and produced strongly positive feedback regarding relevance, clarity, and opportunities for engagement. This demonstrated that feedback tied to a specific service and customer group can provide more useful information than the agency’s legacy customer service survey.

The next phase of this goal is to revise PSRB’s customer-service KPM and related survey tools so they more accurately measure the experiences of the agency’s distinct customer groups. As described in detail in the agency’s 2026 Annual Performance Progress Report, the current legacy survey does not adequately distinguish service quality from satisfaction with a contested Board outcome and does not reflect the different ways clients, victims, attorneys, providers, hospitals, and other partners interact with PSRB.

Goal 3.3

- ✓ Administer a regular employee-engagement survey.
- ✓ Use an inclusive, confidential, and accessible process.
- ✓ Communicate results transparently.
- ✓ Use findings for organizational learning and improvement.

3.3 Enhance Employee Satisfaction and Engagement

Status: Ongoing; survey cycle aligned with the statewide schedule

PSRB last administered the Gallup Employee Engagement Survey in May 2025. Ten employees participated, representing a 91% response rate. The agency achieved an overall engagement mean of 4.40 out of 5 and ranked in the 73rd percentile of Gallup’s comparison database. Results reflected particular strengths in employees’ connection to PSRB’s mission, support and care from management, recognition for their work, and regular conversations about their progress. Opportunities for continued improvement included better aligning employees’ responsibilities with their strengths and strengthening teamwork and workplace connection.

The retreat created structured opportunities for employees to identify workplace strengths, areas of friction, and practices that should be carried forward, reworked, or newly developed. It reinforced that employee engagement is not limited to an annual survey but also depends on regular opportunities to speak up, contribute ideas, clarify roles, develop professionally, and help improve how the agency operates.

PSRB did not administer another survey in May 2026 because the agency elected to join the enterprise survey schedule. The next survey will therefore be distributed in fall 2026 alongside other state agencies. Aligning with the enterprise timeline will support more meaningful statewide comparison while maintaining the agency’s commitment to regular, confidential employee feedback.

PSRB also held its annual staff retreat, Continuity Through Contribution, during the reporting period. The retreat focused on professional trust, inclusive and assertive communication, respectful conflict, personal accountability, role clarity, shared responsibility for workplace culture, and the importance of every employee’s contribution to operational continuity. Staff also worked on desk manuals, examined where agency authority and guidance reside, identified processes that should be preserved or improved, and developed realistic next steps for individual projects.

PSRB will administer the next engagement survey in fall 2026, communicate the results to employees, and use the findings to inform future staff development, supervisory practices, retreat planning, succession planning, and workplace-improvement priorities.

Goal 3.4

- ✓ Establish a systematic schedule for the regular review and updating of the agency’s administrative rules and a strategic approach to engaging the Board in the rulemaking process.
- ✓ Establish a systematic schedule for the regular review and updating of internal policies and procedures, ensuring alignment with administrative rules.
- ✓ Develop a comprehensive crosswalk between administrative rules and policies and procedures to ensure alignment.

3.4 Streamline and Optimize Administrative Rules and Policies and Procedures

Status: Substantial progress; dedicated policy capacity established and three distinct modernization workstreams underway

Much of the progress under this goal followed PSRB’s hiring of an Operations and Policy Analyst, consistent with a capacity need identified through the agency’s succession-planning process. Establishing dedicated policy and governance capacity allowed PSRB to move from primarily updating individual documents as issues arose toward a structured, multi-year approach to policies and procedures, records management, and administrative rulemaking.

Policy and Procedure Governance

PSRB made significant progress in establishing a more organized and sustainable system for managing agency policies and procedures. The agency developed a comprehensive table of contents identifying its existing policies, procedures, protocols, and related operational documents. PSRB also created a crosswalk identifying areas in which agency documents overlap with or duplicate statewide DAS policies, helping clarify when the agency should rely on enterprise guidance and when a PSRB-specific document remains necessary.

The agency established a consistent nomenclature and categorization system for policies and procedures moving forward. PSRB also began separately identifying documents intended for attorneys, treatment providers, courts, and other external system partners. These materials will be organized as a distinct series of Guidance Documents, allowing the agency to distinguish internal requirements from external explanations, instructions, and practice resources.

PSRB made particularly substantial progress on its Information Security Plan and the coordinated policies that operate under that umbrella. This work established a model for organizing related policies within a broader governance structure, assigning responsibility, and connecting individual requirements to an agencywide plan.

Next phase: PSRB will establish a recurring review and approval process for the remaining policy and procedure inventory. The agency’s goal is to review, update, consolidate, replace, or retire all existing documents by June 30, 2027, completing the transition to a consistent and sustainable policy-governance system.

Records Management and Information Organization

PSRB also advanced a separate records-management project that supports this goal while also aligning with the agency’s IT Strategic Plan. During the reporting period, PSRB updated its records-retention schedule, improved the categorization of agency records, and developed more specific requirements for retention and lawful destruction.

This work provides the foundation for reorganizing PSRB’s historical and active records into a more accessible electronic archive. At a broader level, it supports information-asset classification and more consistent organization of records maintained across cloud services, the agency intranet, shared electronic storage, and hard-copy files. The project is intended to clarify where official records should be maintained, how they should be classified and protected, how long they must be retained, and when they may be lawfully destroyed.

Next phase: PSRB will continue applying the updated retention structure to its major record categories, reorganizing electronic and physical archives, and establishing consistent storage and disposition practices across agency systems. The agency expects to complete the primary records-management and archive-organization project by June 30, 2027.

Administrative Rulemaking

Administrative rulemaking remains a separate and substantial body of work. During the reporting period, PSRB developed a plan for comprehensively reorganizing OAR Chapter 859. The planned reorganization will consolidate related subjects, reduce duplication, remove outdated references, and create a clearer structure for agencywide and program-specific rules. Implementation of the reorganization is planned for the next reporting period.

PSRB also advanced multiple substantive rule packages. A major milestone was the comprehensive update to Division 200, governing commitments under ORS 426.701 and ORS 426.702. The updated rules clarify jurisdictional and hearing procedures and establish the Board’s first formal standards for examinations in these cases, including examiner qualifications, report content, and submission requirements.

During the reporting period, PSRB also entered into a Memorandum of Understanding with the Oregon Department of Justice’s AAP program to clarify the agencies’ respective roles and responsibilities in supporting victims who participate in PSRB proceedings. Development of the MOU strengthened interagency coordination and helped identify areas in which PSRB’s rules, procedures, notifications, and public guidance could better support victims. Those lessons directly informed the victims’ rights rulemaking package, including work to clarify victim participation and procedures related to contact restrictions and reinstatement of contact.

Additional rule packages remain planned or underway and will continue through 2027.

Next phase: PSRB will implement the Chapter 859 reorganization plan, complete and implement the victims’ rights rules, provide training on the Division 200 requirements, and continue advancing the remaining prioritized rule packages through 2027.

Implementation of 2025 Legislation

PSRB has taken first steps to updated its rules, policies, forms, training, public guidance, hearing practices, and internal workflows to implement four agency-requested measures enacted during the 2025 legislative session: HB 2804, establishing a single five-member Board structure; HB 2807, providing statutory liability protections for specified Board functions; HB 2812, establishing a clearer confidentiality framework for individually identifiable health information in PSRB’s possession; and HB 2915, authorizing disclosure of specified Department of Corrections records to PSRB. This implementation work was integrated into the agency’s broader rule, policy, and procedure modernization efforts.

INITIATIVE 4: ADVANCE TECHNOLOGICAL MODERNIZATION FOR PROGRAM EXCELLENCE

Goal 4.1 & 4.2

- ✓ Adopt an IT Strategic Plan
- ✓ Agency Case Management System Replacement
- ✓ Agency Website Revitalization

Status: Achieved; IT Strategic Plan established as the framework for ongoing technology modernization and implementation

PSRB completed its [2026](#) update to the agency’s [IT Strategic Plan](#) and accompanying progress report within the required timeframe. The IT Strategic Plan now serves as the primary framework for organizing and monitoring the agency’s technology work, including case-management-system replacement, website modernization and accessibility, information security, continuity and recovery, data governance, responsible use of artificial intelligence, and operational technology improvements.

Because these initiatives are now managed and reported through the IT Strategic Plan, this progress report does not duplicate the detailed status, risks, dependencies, and next steps for each technology project. PSRB will continue reviewing the plan annually and using it to prioritize investments, coordinate with enterprise partners, monitor progress, and adjust implementation as agency needs and statewide requirements evolve.

DEI INITIATIVE 1: CULTIVATING INCLUSIVE WORKFORCE PRACTICES

Objectives 1.1 & 1.2

- ✓ Use diverse recruitment channels and encourage broad applicant pools.
- ✓ Support diversity in staff and Board positions.

- ✓ Recruit, promote, and retain qualified members of protected groups.
- ✓ Collaborate with the Office of Cultural Change and align with statewide initiatives.

PSRB continued to support an inclusive workforce by maintaining transparent recruitment practices, investing in employee retention, and aligning agency operations with statewide diversity, equity, inclusion, and accessibility initiatives. Throughout the reporting period, the agency remained fully staffed with all 13 FTE positions filled and experienced 100% employee retention, with no staff turnover. This continuity preserved institutional knowledge, strengthened collaboration, and allowed the agency to focus on operational improvements rather than replacement hiring.

Retention Through Clear Systems

PSRB continued strengthening employee retention by investing in organizational systems that support clarity, consistency, and professional growth. Quarterly Performance, Accountability, and Feedback meetings, regular staff meetings, cross-training, shared desk manuals, documented protocols, leave coverage planning, and transparent workload discussions helped ensure employees had the information and support needed to perform their work successfully.

The agency’s emphasis on documenting institutional knowledge, encouraging collaboration, and providing ongoing opportunities for professional development contributed to a stable workforce and inclusive workplace culture. Maintaining a fully staffed agency with no employee turnover throughout the reporting period demonstrates the effectiveness of these efforts.

Recruitment and Capacity

During the reporting period, PSRB successfully recruited and appointed two members to its five-member Board following implementation of the single Board structure established under House Bill 2804. The psychiatrist member was appointed effective July 1, 2025, and the attorney member was appointed effective August 1, 2025. Recruitment efforts utilized Department of Administrative Services recruitment processes, the State of Oregon Workday Careers website, the PSRB website, and outreach through relevant professional organizations to attract qualified applicants.

Recognizing the specialized qualifications required for Board service, the agency continued emphasizing broad professional outreach and structured onboarding to support successful appointments. New Board members received formal orientation and training on Board roles, statutory responsibilities, agency operations, ethics requirements, and hearing processes to promote consistency and effective governance.

Statewide Alignment

PSRB continued aligning its practices with statewide initiatives supporting diversity, equity, inclusion, accessibility, and excellent public service. Staff participated in enterprise training and utilized statewide guidance related to recruitment, accessibility, customer service, cybersecurity, employee development, and policy implementation. The agency also incorporated statewide best practices into website improvements, internal procedures, and customer service expectations to better serve employees, Board members, and the public.

Through continued use of enterprise resources and collaboration with statewide partners, PSRB reinforced its commitment to equitable employment practices, transparent governance, and an inclusive organizational culture that supports both employees and the individuals served by the agency.

DEI INITIATIVE 2: ALIGNMENT WITH STATE DEI ACTION PLAN

Objectives 2.1 & 2.2

✓ Encourage open communication about differences.

✓ Empower employees at all levels to contribute.

✓ Sustain collaboration and alignment with the agency mission.

✓ Use enterprise channels, training, and consultation resources.

PSRB continued strengthening an inclusive workplace by embedding equitable practices into daily operations rather than relying solely on stand-alone DEI initiatives. Throughout the reporting period, the agency focused on improving transparency, consistency, employee engagement, and access to information so that all staff could effectively contribute regardless of tenure or role.

Employee Voice and Collaboration

PSRB maintained multiple structured opportunities for employees to provide feedback and participate in agency improvements. Weekly staff meetings, quarterly Performance, Accountability, and Feedback meetings, process-mapping sessions, policy reviews, and agency retreat discussions were used to identify operational challenges, improve workflows, and strengthen customer service.

Employee feedback directly informed updates to agency procedures, including refinements to hearing preparation processes, customer communications, website content, provider coordination, and internal administrative practices. Staff participation in these discussions helped ensure operational improvements reflected diverse perspectives and practical experience from across the organization.

Enterprise Learning and Cross-Agency Collaboration

Employees continued participating in enterprise training and professional development opportunities offered through the State of Oregon. Topics included accessibility, cybersecurity, artificial intelligence, human resources, public meetings and public records, rulemaking, and cultural responsiveness. Staff also benefited from consultation with enterprise partners and statewide subject matter experts when implementing new processes, interpreting policy changes, or addressing operational questions.

PSRB remained engaged with statewide resources supporting diversity, equity, inclusion, accessibility, and organizational effectiveness. Information obtained through enterprise workgroups, statewide guidance, and cross-agency collaboration was incorporated into agency practices as appropriate for the organization's size and mission.

Overall, the agency continued fostering an inclusive organizational culture by emphasizing transparency, collaboration, respectful communication, and equitable access to information. These efforts support both employee engagement and the consistent delivery of high-quality public service.

Access and Align as Inclusion Practices

The Access and Align customer-service framework continued to guide both external service delivery and internal operations. Staff regularly reviewed work processes to ensure information was easy to locate, expectations were clearly documented, and procedures were applied consistently across the agency. This approach reduced reliance on institutional knowledge held by individual employees, supported onboarding, and promoted equitable access to information for all staff.

The agency continued expanding and maintaining its Desk Manual and Shared Protocol Policy. Existing procedures were updated, new processes were documented as responsibilities evolved, and staff were encouraged to identify authoritative sources for guidance before developing new internal procedures. These efforts improved continuity during staffing changes and promoted shared ownership of agency knowledge.

Respectful Communication

The agency continued implementing practices that support respectful, person-centered communication. Preferred names and pronouns remained integrated into agency records, hearing materials, and case management processes to promote respectful interactions with individuals under PSRB jurisdiction and members of the public.

Staff also continued reinforcing customer-service expectations emphasizing clear, trauma-informed, culturally responsive communication. Training and routine discussions highlighted strategies for active listening, seeking clarification, providing accurate procedural information, and communicating with respect while maintaining appropriate professional boundaries.

DEI INITIATIVE 3: ADVANCING DATA-INFORMED EVALUATION

Objectives 3.1–3.3

✓ Assess data needed to measure potential disparities.	✓ Build DEI metrics into the future case management system.
✓ Publish appropriate identified data through Oregon’s Open Data Portal.	✓ Support transparent, research-informed evaluation.

PSRB continued laying the groundwork for data-informed decision making by strengthening information governance and preparing for future implementation of a modern case management system. During the reporting period, the agency focused on establishing foundational processes rather than conducting formal demographic or disparity analyses.

System Partner and Customer Feedback

PSRB continued using practical methods to gather customer and stakeholder feedback where appropriate. Customer-service surveys were administered following Strength in Practice provider trainings to evaluate participant experience and identify opportunities to improve future training. The agency also continued maintaining call logs to better understand the volume and nature of public inquiries, identify recurring questions, and inform customer-service improvements. The agency recognizes that different system partners and customers, including individuals under PSRB jurisdiction, victims, attorneys, treatment providers, hospitals, Board members, and members of the public, have different interactions with the agency. As future systems are implemented, PSRB intends to expand its ability to gather meaningful feedback using methods appropriate for each stakeholder group.

Foundational Data Governance

The agency continued developing governance practices that will support consistent, accurate, and secure data management. Efforts during the reporting period included refining case-management-system business requirements, documenting operational processes, and continuing work to define the information needed to support future reporting, performance measurement, and decision-making.

These activities help position the agency to collect and analyze more reliable data as additional system capabilities become available.

CMS Planning and Future Data Analysis

Implementation of a modern case management system remains a critical component of PSRB’s long-term data strategy. During this reporting period, the agency continued refining business requirements and project planning to ensure the future system will support reliable reporting, operational metrics, and informed decision-making.

Because the agency is still in the planning and procurement phase of CMS implementation, no formal disparity analyses or Open Data Portal publications were completed during this reporting period. The agency will continue building the governance and technical infrastructure necessary to support future data-informed evaluation.

DEI INITIATIVE 4: TRANSPARENCY AND CULTURAL RESPONSIVENESS

Objectives 4.1–4.3

✓ Measure employee belonging, voice, inclusion, and fair treatment.

✓ Review and revise external communications.

✓ Use survey findings to improve workplace culture.

✓ Apply accessibility, cultural responsiveness, and trauma-informed principles.

PSRB continued improving transparency, accessibility, and culturally responsive communication by strengthening employee feedback processes, expanding accessible public information, and refining communications used throughout Board proceedings. These efforts support equitable access to agency information for employees, stakeholders, and members of the public.

Accessible External Communication

The agency continued making steady progress toward improving the accessibility of its public-facing communications. During the reporting period, staff continued reviewing and remediating website content, forms, and public documents to improve accessibility and compliance with state and federal accessibility standards. Numerous documents and resources were converted into accessible formats, and work continued according to a phased plan to complete the remaining materials.

Website content was regularly reviewed and updated to improve usability, ensure information remained current, and make agency resources easier for the public to locate and understand. These ongoing improvements support equitable access to information for individuals with varying accessibility needs.

Remaining Work

The agency recognizes that accessibility and effective communication require ongoing attention. Future efforts will continue focusing on remediating remaining public-facing documents and forms, maintaining accessible website content, expanding the use of plain language, and incorporating stakeholder feedback to further improve the accessibility and usability of agency communications.

Employee Feedback

The agency continued using the Gallup employee engagement survey and quarterly Performance, Accountability, and Feedback meetings to understand employee experience and identify opportunities for organizational improvement. Feedback gathered through these processes, together with regular staff meetings and collaborative discussions, informed ongoing improvements to agency operations, communication practices, employee development, and workplace culture.

PSRB remains committed to fostering an environment where employees are encouraged to share ideas, identify barriers, and participate in continuous improvement efforts.

Trauma-Informed and Clear Hearing Communication

PSRB continued refining hearing communications, forms, orders, and supporting materials to improve clarity and transparency for parties participating in Board proceedings. Staff continued reviewing written materials to promote plain language, clearly explain procedural requirements, and distinguish between preliminary discussions, procedural information, and final Board decisions.

These improvements support trauma-informed communication by helping participants better understand hearing processes, legal requirements, and agency decisions while promoting respectful and consistent interactions.

DEI INITIATIVE 5: STAFF TRAINING AND SUPPORT

Objectives 5.1–5.4

✓ Provide specialized Board and staff training.	✓ Foster continuous education and awareness.
✓ Maintain position descriptions aligned with equity values.	✓ Integrate DEI into staff development and goals.

PSRB continued supporting an inclusive, knowledgeable, and high-performing workforce by integrating diversity, equity, inclusion, accessibility, customer service, and professional development into ongoing staff and Board training. Rather than relying on a single annual training, the agency incorporated these topics throughout the year as part of routine operations, employee development, and Board onboarding.

Integrated Professional Development

Staff participated in recurring training and discussions focused on customer service, respectful communication, cultural responsiveness, trauma-informed practices, confidentiality, and consistent application of agency policies and procedures. These topics were reinforced through regular staff meetings, quarterly Performance, Accountability, and Feedback meetings, and ongoing operational discussions, helping translate agency values into daily practice.

The agency's annual staff retreat included dedicated sessions on diversity, equity, inclusion, workplace trust, communication, accountability, and creating an inclusive workplace culture. These discussions encouraged employees to identify practical strategies for fostering respectful communication, collaboration, and psychological safety within the organization.

Board and Staff Learning

• Customer service and respectful communication.	• Diversity, equity, inclusion, accessibility, and trauma-informed practices.
• Digital accessibility and accessible document creation. • Responsible use of artificial intelligence and emerging statewide guidance. • Public meetings law, public records, confidentiality, ethics, and Board deliberation practices.	• Cybersecurity awareness, phishing prevention, information security, and incident reporting. • Administrative rulemaking and use of authoritative legal and operational resources. • Board orientation, statutory responsibilities, hearing procedures, and agency operations for newly appointed Board members.

Formal orientation and training were provided to the two Board members appointed during the reporting period to support a consistent understanding of Board responsibilities, hearing procedures, ethical obligations, and the agency's mission.

Future Work

The agency will continue documenting annual training activities, learning objectives, and participation to better evaluate how professional development supports organizational effectiveness and equitable service delivery. PSRB also plans to continue refining Board onboarding materials and staff development opportunities to ensure employees and Board members receive consistent training that supports the agency's mission, legal responsibilities, and commitment to providing accessible, respectful, and culturally responsive public service.

Position Descriptions and Performance Development

PSRB continued reinforcing the State of Oregon's equity vision through position descriptions, quarterly performance conversations, and individual development planning. Performance discussions emphasized customer service, collaboration, communication, accountability, and professional growth while providing employees with regular opportunities to discuss goals, identify barriers, and receive constructive feedback.