



2025-27

Agency IT Strategic Plan

[Access the PSRB's IT Strategic Plan Online](#)

Questions?

www.psrb@psrb.oregon.gov or

503-229-5596

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Introduction

The Psychiatric Security Review Board (PSRB) is proud to introduce its first stand-alone Information Technology Strategic Plan, a comprehensive roadmap for modernizing our systems, strengthening data governance, and aligning with Oregon’s statewide enterprise technology standards.

At PSRB, information technology is not merely a support function—it is a strategic driver essential to achieving our mission: to protect the public by ensuring individuals under our jurisdiction receive the care, structure, and support necessary to reduce their risk of future dangerous behavior. Our work is guided by values that shape how we operate and how we serve—partnership, risk assessment, due process, victims’ rights, and person-centered care. This plan ensures our technology infrastructure actively supports these values, empowering better decisions, more efficient operations, and more equitable access to information.

This plan also acknowledges that our work—and the needs of those we serve—is constantly evolving. As such, our technology strategy must be both intentional and adaptive. It must allow us to evaluate what’s working, identify service gaps, and anticipate emerging needs so that we remain not just compliant, but responsive, data-informed, and mission-driven.

As stewards of sensitive clinical, legal, and personal data, cybersecurity is foundational to every initiative we pursue. Protecting data integrity, confidentiality, and ethical use is essential to public trust and to our compliance with the law. Every system modernization effort will be guided by these principles.

Historically, PSRB’s IT efforts have been embedded within broader strategic planning. However, as the complexity and importance of our digital infrastructure has grown, a dedicated IT roadmap has become essential. This plan reflects our commitment to innovation, accountability, and business acumen, while ensuring every investment is anchored in security, integrity, and service impact.

PSRB Mission & Values

The Psychiatric Security Review Board's mission is to protect the public by working with partner agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims' interest, and person-centered care. The PSRB's values are rooted in our legislative mandate to protect the public and we achieve maximum levels of public safety through our values:

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

Our IT Vision

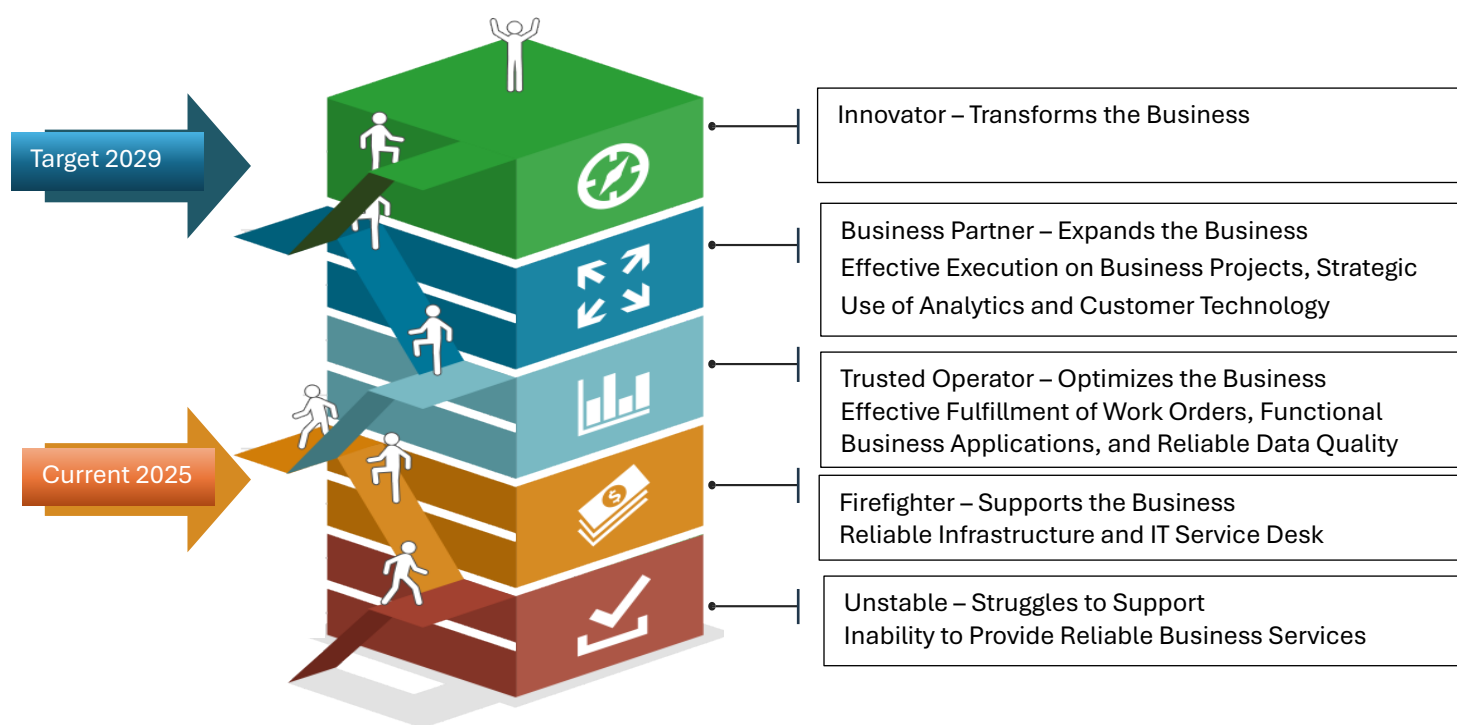
We envision a future where technology is seamlessly integrated into PSRB's daily operations, enhancing public safety, promoting recovery, and upholding due process. This vision supports not only the individuals under our jurisdiction, but also the Board members who make critical decisions, the staff who support them, and the partners—clinicians, legal professionals, providers, and victim advocates—who share in this important work.

To bring this vision to life, we are committed to building modern, user-friendly, and secure systems that reduce administrative burden, streamline workflows, and improve access to timely, reliable information. We also recognize that security is not separate from service delivery—it is a fundamental component of how we protect rights, uphold laws, and maintain operational integrity.

Our future systems will enable us to collect, analyze, and apply data that informs policy, improves outcomes, and supports continuous improvement. With the right data and tools, we can make better decisions, evaluate impact, and adapt quickly to shifting needs and risks.

Current and Future State of PSRB IT Maturity

Our strategy seeks to transition IT from a reactive role to a proactive one, emphasizing its evolution into a strategic business enabler. As of today, PSRB's IT capacity sits between the Firefighter and Trusted Operator stages—focused on managing urgent issues and maintaining stability with limited resources. With the launch of this plan, we are charting a deliberate path forward to become a true Business Partner by 2027, and ultimately, an Innovator capable of shaping how public safety, mental health, and technology intersect. The priorities and initiatives outlined below are designed to move us along this maturity spectrum by strengthening our foundations, embracing innovation responsibly, and aligning every tool and system with our mission.



Initiative 1: Agency Case Management System Replacement

PSRB must replace its aging Microsoft Access-based case management system with a modern, secure, and scalable platform. More than a technical upgrade, this initiative is a strategic investment in the agency's ability to manage and evaluate the complex behavioral health services provided to individuals under its jurisdiction.

A modern CMS will improve how we collect, organize, and analyze data—streamlining internal workflows, reducing administrative burden, and generating more informative and actionable reports for both internal staff and external stakeholders. It will enable more consistent oversight, support real-time access to case information, and enhance our ability to assess the effectiveness of the PSRB program.

This system replacement directly aligns with the Governor's statewide priority to improve behavioral health outcomes. It also supports coordination and data sharing with key partners including the Oregon Health Authority, the Oregon State Hospital, the Behavioral Health Division, and the Oregon Department of Human Services.

By investing in a forward-looking, enterprise-aligned CMS, PSRB will build the technical foundation needed to operate more efficiently, evaluate outcomes more rigorously, and serve the public with greater transparency and impact. Work with the EIS Senior Portfolio Manager to begin discussions with potential vendors, outlining the agency's CMS and data requirements.

Key Implementation

- Engage the EIS Senior Portfolio Manager to discuss agency needs and outline CMS requirements.
- Contract Business Analyst and Project Management services to define needs and develop a detailed project plan and RFQ.
- Collaborate with EIS Project Portfolio Performance to ensure strategic alignment with statewide IT governance.
- Submit a formal RFQ request to DAS Procurement Services with clear project specifications.
- Evaluate proposals and select vendor based on alignment with technical and strategic goals.
- Use the IT Strategic Planning Template to ensure enterprise alignment.
- Develop a Statement of Work with the selected vendor and begin implementation.
- Obtain and maintain all necessary licenses and permissions required to operate the new CMS platform.
- Secure funding through the 2026 short legislative session to support procurement, development, and deployment of proposed CMS.

Initiative 2: Agency Website Revitalization & Modernization

The PSRB will undertake a comprehensive modernization of its public-facing website to improve usability, accessibility, and alignment with current technology standards. This initiative addresses outdated content, platform migration, agency rebranding, and full compliance with digital accessibility regulations. It aims to enhance transparency, stakeholder engagement, and user experience for all visitors.

Key Implementation Goals

1. Content Identification and Planning

- Agency leadership will spearhead the identification and prioritization of outdated or inaccurate website content.
- Conduct a thorough content audit to map existing information, highlight gaps, and develop a prioritized update plan.
- Engage key stakeholders as needed to validate content accuracy and relevance.
- Define a clear content strategy that guides future updates and maintenance.

2. Comprehensive Website Update Plan

- Collaborate with ISS-4 to evaluate the current website's technical state and identify necessary updates.
- Develop a detailed update plan that outlines technical requirements, roles, responsibilities, timelines, and training needs.
- Establish clear governance for ongoing website management.

3. Website Migration and Rebranding

- Migrate the website from SharePoint 2016 to SharePoint Subscription Edition, working closely with E-Governance and Tyler Oregon to ensure seamless integration, data transfer, and compatibility with new platform features.
- Update the website's visual identity to reflect the agency's new logo and branding guidelines.

4. Digital Accessibility Compliance

- Ensure the updated website fully complies with ADA regulations and meets WCAG standards for accessibility.
- Implement accessibility improvements on all web and mobile platforms by the federally mandated deadline of April 2026.
- Monitor and test accessibility continuously to maintain compliance and improve user experience for all visitors.

Initiative 3: Enhance Performance through Technology Integration

This initiative aims to improve PSRB's operational efficiency and resilience by leveraging technology to streamline workflows, strengthen data governance, bolster cybersecurity, and enhance staff proficiency. Through targeted assessments, collaborative partnerships, and strategic investments, PSRB will optimize internal processes, protect sensitive information, and ensure continuity of critical services.

Key Implementation Goals

1. Automate and Streamline Hearing Preparation

- Conduct a comprehensive assessment of the current hearing preparation workflow.
- Identify all technologies currently used in preparing hearing files and document their roles.
- Develop and pilot an improved hearing preparation process aimed at increasing speed and efficiency by at least 30%.
- Evaluate pilot results and refine the process for broader implementation.

3. Enhance Cybersecurity Program

- Maintain and improve agency-specific cybersecurity policies, procedures, rulemaking, and training designed to protect agency data.
- Collaborate with Enterprise Information Services (EIS) Cyber Security Services (CSS) to leverage statewide expertise and resources.
- Monitor and respond proactively to emerging threats, ensuring compliance with state and federal security mandates.

4. Develop COOP Disaster Recovery and Business Continuity Plans

- Create and maintain an IT disaster recovery plan that supports PSRB's broader Continuity of Operations Plan (COOP).
- Ensure that critical systems and data can be rapidly restored to minimize disruption to agency operations.
- Regularly test and update disaster recovery procedures to maintain readiness.

5. Promote Technology-Driven Staff Proficiency

- Implement targeted training programs to enhance staff expertise in key software tools such as Microsoft Excel, Adobe Acrobat, and other relevant applications.
- Encourage continuous learning to improve overall productivity and enable agile responses to evolving technology needs.

Initiative 4: Comply with the Oregon DAS Data Governance Policy

As a small agency, the Psychiatric Security Review Board recognizes the critical importance of establishing effective data governance to safeguard our sensitive information and support data-driven decision-making. While progress has been challenging due to limited resources and the absence of a centralized database, we are committed to full compliance with the Oregon DAS Data Governance Policy.

This initiative focuses on building foundational data governance capabilities by delegating clear responsibility, assessing current compliance, and fostering ongoing collaboration and training.

Key Implementation Goals:

1. **Delegate Data Governance Ownership:** Hire and onboard an Office Professional Assistant 1 (OPA 1) who will take primary responsibility for coordinating data governance activities, consistent with our agency's succession planning.
2. **Compliance Assessment:** Conduct a thorough review of the DAS Data Governance Policy and evaluate PSRB's current compliance status—identifying gaps and areas needing improvement.
3. **Policy Alignment and Training:** Collaborate with DAS and other agencies to access relevant training resources, best practices, and technical support to enhance staff knowledge and compliance capabilities.
4. **Implement Core Policy Requirements:** Develop and maintain an inventory of information assets, assign data stewardship roles, and establish foundational data management and security practices as outlined by the policy.
5. **Ongoing Monitoring and Improvement:** Establish processes for continuous monitoring of data governance practices, regular policy reviews, and adapting to evolving requirements.

Initiative 5: Responsible Use of Artificial Intelligence for Performance Optimization

The PSRB recognizes the growing potential of artificial intelligence (AI) to improve efficiency, streamline documentation, and support informed decision-making. This initiative focuses on responsibly integrating AI into agency operations in a way that is secure, ethical, and aligned with statewide guidance.

By developing an AI governance policy in collaboration with Enterprise Information Services (EIS), evaluating secure platform options, and building staff capacity, PSRB aims to use AI to reduce administrative burdens and enhance internal processes. This includes leveraging AI tools to assist with drafting policies, desk manuals, and case summaries—freeing staff to focus on more strategic and person-centered tasks. As use cases grow, we will continue to evaluate impact, ensure compliance, and explore data-driven applications that support long-term agency performance.

Key Implementation Goals:

1. Develop an AI Governance Policy:

- Collaborate closely with Enterprise Information Services (EIS) to ensure alignment with the EIS Interim AI Policy and any subsequent state guidance.
- Engage agency leadership and stakeholders to identify key operational needs where AI can add value.
- Define guiding principles to ensure ethical, transparent, and secure use of AI technology aligned with state policies.

2. Identify and Procure a Secure AI Platform

- Assess and leverage access to Microsoft 365 Copilot to determine whether it can meet agency needs.
- As needed, evaluate alternative AI solutions that meet security, privacy, and compliance requirements in coordination with EIS.
- Work with procurement teams to select and onboard an appropriate platform that meets agency needs for safeguarding confidential data.

3. Staff Training and Capacity Building:

- Provide comprehensive training for staff on responsible AI use, emphasizing transparency, data privacy, and practical applications to enhance workflows.

4. Leverage AI to Streamline Agency Documentation:

- Utilize AI tools to assist in drafting, updating, and standardizing critical materials, including:
 - Policies and procedures
 - Desk manuals
 - Order templates

- Case summaries

5. Evaluate AI Impact and Expand Use Cases:

- Monitor the effectiveness of AI integration, gather feedback, and explore future opportunities such as data pattern analysis and outcome tracking to further optimize agency performance.

Project Implementation Summary

Initiative	Project Budget	Risks	Dependencies	Project Team
Case Management System Replacement	Initial estimates based on contractor, vendor proposals and resource needs; includes funding request for 2026 legislative session	Procurement delays; budget overruns; user adoption challenges; data migration risks	Coordination with EIS, DAS Procurement, legislative approval, IT infrastructure	Executive Leadership, EIS, DAS-IT, Project Manager, Business Analyst, Key Stakeholders, Vendor representatives
Website Revitalization & Digital Accessibility	Cost for SharePoint migration, content updates, ADA compliance, and training	Migration technical issues; ADA compliance delays; limited internal SharePoint expertise, staff limitations	Collaboration with ISS-4, E-Governance, Tyler Oregon, branding, content owners	Executive Leadership, ISS-4bility Consultants
Enhancing Performance through Technology Integration	Budget for workflow redesign, cybersecurity, disaster recovery, and staff training	Change management limitations; insufficient cybersecurity funding; coordination challenges across teams	Partnership with DAS EIS, DAS IT, COOP planning staff	Deputy Director/IT Lead (Sponsor), Project Manager, Hearing, Research, Cybersecurity, HR, DAS CSS, EIS
Responsible Use of Artificial Intelligence	Costs for AI platform procurement, training, licensing, and policy development	Evolving AI tech and policy; security/privacy risks; Change management limitations	Collaboration with EIS for policy and platform; procurement and legal reviews; staff training	Executive or ISS-4, DOJ, EIS
Comply with the Oregon DAS Data Governance Policy	Budget needed for hiring OPA 1, training, and tools	Limited resources and staffing; evolving policy requirements; potential gaps in current compliance	Hiring OPA 1; access to DAS training and support; collaboration with DAS and other agencies	Agency leadership, ISS-4, OPA 1, EIS Chief Data Officer