

DOC IT Strategic Plan

Foundation for Future





Content

Agency's Mission, Priorities and Goals

Agency Drivers

Current IT Landscape

IT Context

IT Strategy

IT Priorities and Goals

IT Roadmap

Communication and Plan Updates

ODOC MISSION, VALUES AND GOALS

Mission: protect communities, promote accountability, and transform lives.

VALUES

Dignity

We respect all people, see their potential, and believe they can change and grow.

Courage

We act ethically and justly, making decisions that are honest and fair.

Growth

We constantly strive to improve. We keep what is working, and we change what is not.

Professionalism

We act with shared accountability and represent the highest standards of behavior.

Partnership

We work collaboratively because we are stronger together.

Safety

We foster environments that are safe and promote wellness for all.

DOC's Strategic Plan is centered on four priorities: strengthening the continuum of care for adults in custody, **investing in our employees**, **modernizing systems and infrastructure**, and fostering professionalism through strong leadership.



IT LANDSCAPE – CURRENT STATE



Siloed Applications

50+, mostly on outdated platforms with high maintenance cost
Partially meeting business needs and lack agility and speed to change



Data is an after thought

Usually not part of projects scope
Difficult to combine across siloed applications
Fragmented efforts to meet data needs across the organization



Operations Focused

Both IT and business are focused on operations, lacking a strategic plan with integrated roadmap



User Experience

Silos and legacy systems disrupt business efficiency and degrade user experience



Weak Security posture

Organically grown application and technology stack
Lacks best practices and tools to prevent cyber risk and data exposure

IT CONTEXT



The Executive Team remains firmly committed to **Business Process Improvement** as a core priority to **optimize operations and deliver effective outcomes**. However, existing technology gaps present significant challenges that impede these improvement efforts.



Following the State CIO's guidance, the updated IT Strategic Plan emphasizes a **thorough assessment of the current technical architecture**, with a focus on **simplifying and optimizing business processes** through seamless workflow integrations.



Leveraging modern technologies already available within the state offers a valuable opportunity for the Department of Corrections (DOC) to advance its mission, vision, and strategic goals. Especially Artificial Intelligence (**AI**), Generative AI (**GenAI**), Robotics Process Automation (**RPA**) and Internet of Things (**IoT**) can substantially enhance business operations and address staff shortage.



Achieving this vision requires fostering a **unified organizational commitment** that promotes collaboration across **business units, research, and IT** to drive enhanced operational efficiency.

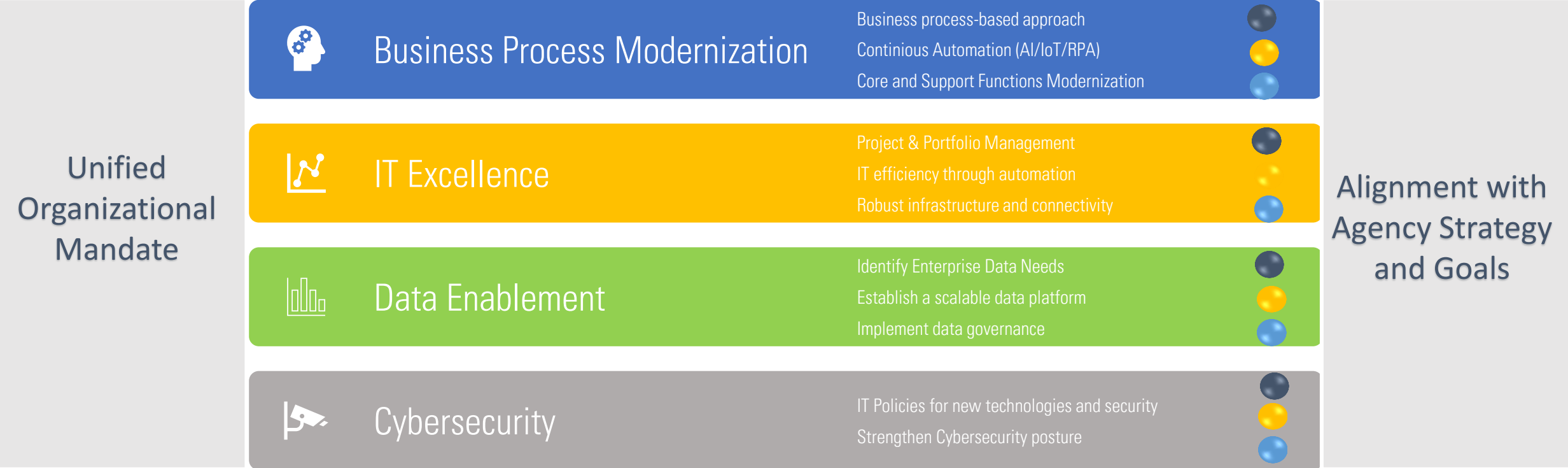


The proposed IT strategy, goals and priorities aim to strengthen synergy among all stakeholders, establishing a **robust technological foundation** that strategically leverages innovation to support DOC's objectives and ensure enterprise-wide alignment.

DOC IT STRATEGY

Mission: To support agency's priorities and goals through innovative technology solutions

IT strategy is tightly aligned with Agencies priorities of Continuum of Care, employees and modernization



Leverage EIS Strategic Framework, Cloud Forward Framework, Modernization Playbook and Oregon's Data Strategy

● Continuum of Care ● Employees ● Modernization

Note: DOC IT Strategy remains unchanged, few edits have been made to align IT priorities with newly published agency priorities

IT STRATEGIC PRIORITIES AND GOALS

Mission: To support agency’s priorities and goals through innovative technology solutions

Priorities	IT Goals
Business Process Modernization	<p>Partner with business to continuously improve and modernize business processes through technology adoption</p> <p>Implement at least 2 high value use case of AI/GenAI/RPA/IoT – Target End of 2027</p> <p>Prepare for Business Process Modernization (subject to funding) both core and support functions – Target Mid 2027</p> <p>Continue to deliver mission critical projects (EHR, ISDS, CMMS, Split Billing) – Through 2026 & 2027</p>
IT Excellence	<p>Continue to implement Telephone, Fax, Radio upgrade projects – Ongoing with target completion Jun 2027</p> <p>Comprehensive Technical Architecture Assessment (in progress) – Target Jun 2027</p> <p>Prepare for Infrastructure and Network modernization (subject to funding) – Target Mid 2027</p> <p>Improve IT operational efficiency through adoption of new tools and technologies – continuous improvements</p>
Data Enablement	<p>Build a robust data infrastructure to support enterprise-wide data enablement – Target End of 2028</p> <p>Implement Data Governance – Target Mid 2029</p> <p>Establish Data as a Service – Target Mid 2029</p> <p>Iteratively create division specific analytics for better decision making – Through 2028 & 2029</p>
Cybersecurity	<p>Enhance cybersecurity posture and compliance by implementing automation – Target End of 2027</p> <p>Develop and implement a modernized Cybersecurity and Risk Management Program implementing Agency Risk Register, associated policies and processes, and effective metrics to track progress – Target End of 2027</p>

ROADMAP – LONG TERM

01 Business Process Modernization

- 1. Electronic Health Records (EHR)
- 2. CMMS (Computerized Maintenance Management System)
- 3. ISDS (Institution Staff Deployment System) Replacement
- 4. Modernization Kickoff and Implementation (if funded)
- 5. Split billing
- 6. Continue other business process modernization/pilots (RFID, IoT, Audio/Video)

	2026	2027	2028
1	Approved Projects		
2	Approved Projects		
3	Approved Projects		
4	Approved Projects		
5	Approved Projects		
6	Approved Projects		

02 IT Excellence

- 1. Continue to implement Telephone, Fax, Radio, Network modernization projects
- 2. Continue to mature Internal IT and PMO processes
- 3. Modernize Infrastructure and connectivity (if funded)
- 4. Staff Training on newer technologies

	2026	2027	2028
1	Approved Projects		
2	Tech Foundation Initiatives		
3		Tech Foundation Initiatives	
4	Trainings		

03 Data Enablement

- 1. Establish a scalable data platform (if funded)
- 2. Establish data governance and data as a Service
- 3. Create division specific analytics


	2026	2027	2028
1		Tech Foundation Initiatives	
2			Tech Foundation Initiatives
3		Tech Foundation Initiatives	

04 Cybersecurity

- 1. Modernized Cybersecurity and Risk Management (if funded)
- 2. Biennial cybersecurity remediation

	2026	2027	2028
1		Trainings	
2	Trainings		

2026 PMO STAGE GATE PROJECTS – BUSINESS GOALS



Projects	Benefits	Metrics
Electronic Health Record (EHR)	Automate health records to improve accuracy, streamline workflows, enhance data accessibility, ensure compliance, and support better Adults In custody care	Achieve 100% electronic recordkeeping, reduce manual errors by 90%, improve data retrieval speed by 75%, ensure full regulatory compliance, and increase clinician efficiencies.
Split Billing Long Term	Streamline manual processes, expand drug eligibility, increase cost-avoidance, improve tracking accuracy, ensure compliance	Reduce staff time by 25%, expand from 12 meds to full formulary, decrease pharmaceutical costs by ~25%, implement automated tracking, maintain compliance with evolving 340B rules
Computerized Maintenance Management System (CMMS)	Enhance data security and compliance, improve maintenance efficiency and scheduling, increase reporting quality, speed disaster recovery, reduce downtime, enable remote access, and strengthen regulatory compliance	Prevent security breaches, increase on-time work orders, reduce work order completion time, boost report frequency and quality, shorten recovery time, decrease equipment failures, save user time, reduce compliance violations, and lower inventory costs
Staff Scheduling System Replacement	Enhance operational efficiency, empower staff with real-time access, reduce supervisory workload, and supports overall IT modernization	Achieve 95–100% scheduling accuracy, enable 100% staff web access, save 1–2 hours per supervisory shift, improve HRIS integration by 75%+, and minimize the need for ongoing technical support
Telephone Modernization Project (TMP)	Improve reliability for landline phones and fax solution, simplify management, enhance functionality, and streamline support with modern fiber-optic VoIP telephony infrastructure	Achieve 99.99%+ uptime SLA, reduce telecom support tickets, centralize hardware inventory, unify user experience, and increase efficiency in technical and user training

IT STRATEGY COMMUNICATION PLAN

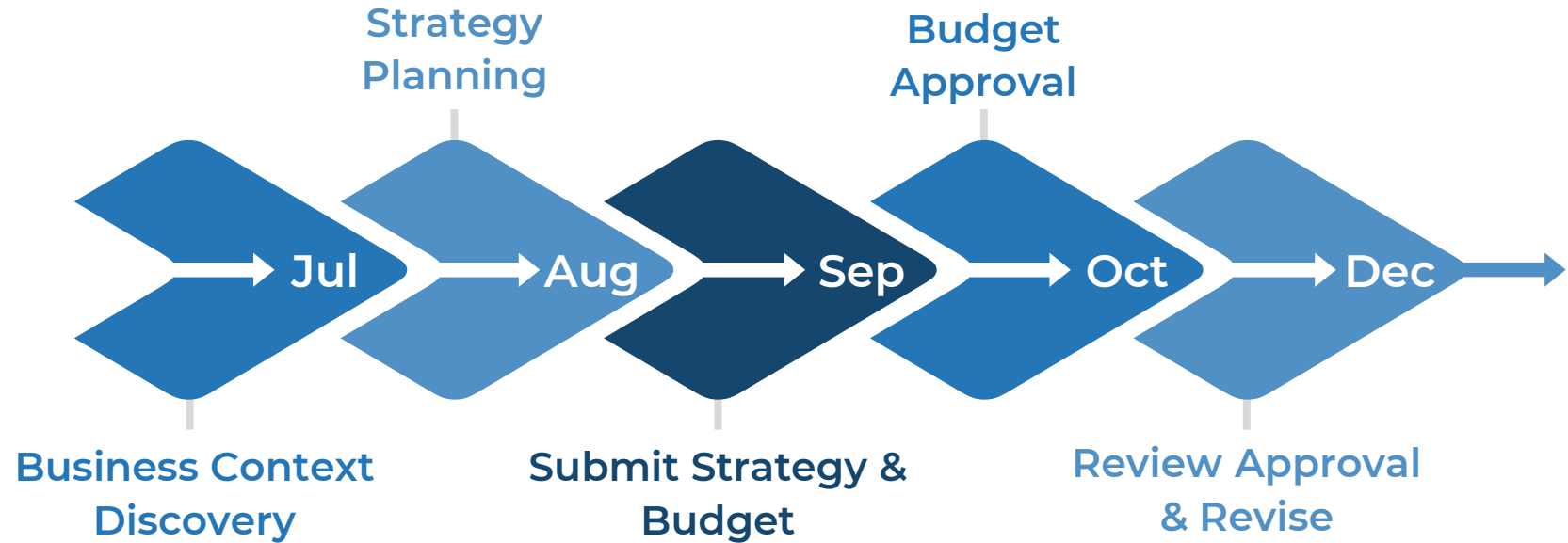
The IT Strategic Plan Executive Presentation will be developed, then approved by the agency Executive Team and Enterprise Information Services. The plan will be shared with the Legislative Fiscal Office and posted for the public.

IT Strategic Plan with initiative details will be shared with IT staff around the state in a series of Town Hall style meetings. These will be intended to educate, and build buy in among the IT staff.

	AUDIENCE	SCOPE	DATE
IT Strategic Plan Executive Presentation	Agency leadership team	IT Strategy and High-level plan	May 2026
IT Strategic Plan Finalization	Director and Deputy Director	Plan Endorsement	May 2026
IT Strategic Plan Socialization	Staff	Share IT Strategy plan with DOC Staff	Jun 2026

NEXT STEPS AND REFRESH PLAN

IT will review the strategic plan progress with agency executives during ITGC meetings. Adjustments to the plan will be made and published as needed based on agency's leadership inputs and environmental factors.



	AUDIENCE	SCOPE	DATE
ANNUALLY	IT Governance Council	Resurvey, review/validate, update schedule	Pre-Budget
TOUCHPOINT	IT Governance Council	Status update, risks/constraints, priorities	Quarterly
ANNUALLY	IT leadership team	Full planning for next year's initiatives	Annually, Fall

Organization or Individual	R	A	C	I
IT Governance Council		A		
CIO	R			
EIS, IT Management			C	
Public				I

R Responsible
C Consulted
A Accountable
I Informed

Continuous automation and integration for efficient and effective management of human, physical, and financial resources of DOC

Prepare to harness the
power of technology

FOUNDATION FOR FUTURE