



# DEPARTMENT OF CORRECTIONS

IT STRATEGIC PLAN – 2025-26 PROGRESS REPORT



# SUMMARY

Over the past year, the IT division has made significant progress in advancing critical initiatives that support the Department of Correction’s mission, while continuing to strengthen project and portfolio management capabilities. Despite these achievements, limited staffing capacity has constrained our ability to fully advance efficiency improvements and innovation efforts—both of which are essential for long-term modernization

- **Business Support:** Work continued across 11 major business support initiatives, with one key project (E-HR) successfully going live across few sites and several others approaching completion. These efforts remain central to improving operational alignment and service delivery.
- **IT Excellence:** Targeted improvements were initiated for several low-maturity IT processes, including asset management and extended support coverage. Meaningful progress was made in two core areas—project management and governance—supported by standardized practices and increased PMO maturity. However, advancement in other process areas was slowed due to resource and budget limitations.
- **Innovation** The InnovationX initiative launched in 2025 helped strengthen a culture of innovation across the organization, leveraging hybrid agile approaches and emerging technologies. Multiple proof-of-concepts were conducted to evaluate opportunities for technology-driven process improvements.
- **Enterprise Architecture Assessment:** ODOC partnered with DCS (Data Center Services) to conduct an enterprise architecture assessment, expected to be completed by June 2027, including “as-is” and “to-be” evaluations.

Overall, the agency achieved strong progress in business support initiatives and internal IT improvements. However, bandwidth constraints continue to limit the pace of advancement in IT excellence and innovation, underscoring the need for strengthened resourcing to fully achieve strategic goals.



# STRATEGIC INITIATIVES & PROGRESS

## BUSINESS SUPPORT

DOC IT has supported various projects aimed at enhancing business alignment and delivering superior customer experiences through innovative and agile solutions:

### Deployed:

- **GovQA:** All public records requests now flow through the GovQA portal, replacing the previous manual process of email and postal mail. This automation has increased efficiency by at least 80%.
- **E-HR (Electronic Health Record):** The pilot was deployed last year at one institution (OSP), followed by Wave 1 this year at three additional locations (DRCI, SRCI, and WCCF).
- **POTS (plain old telephone services) lines at all ODOC locations:** Plain Old Telephone Service (POTS) lines have been fully deployed across all 15 ODOC locations. This work represents one of the four tracks under the Telephone Modernization Project (TMP), which includes Landline, Cordless Solutions, FAX, and POTS.

### Other Key Projects/Initiatives underway:

- **Telephone Modernization Project:** Replacing outdated legacy PBX (Private Branch Exchange) systems—which are at significant risk of catastrophic failure with a modern VoIP (Voice over Internet Protocol) telephony system. Project is scheduled to be completed by Jun'27.
- **FAX modernization:** RFQ was finalized and getting ready for DOJ and EIS approvals. Project is scheduled to be completed by Jun 2027.
- **Camera technology upgrades** Will improve safety and communications across institutions, 2 institutions remaining.
- **Radio technology upgrades:** 3 remaining institutions to be completed by December 2026.
- **Staff Scheduling System:** RFQ has been released.
- **CMMS (Computerized Maintenance Management System):** Getting ready to release RFP in June 2026.

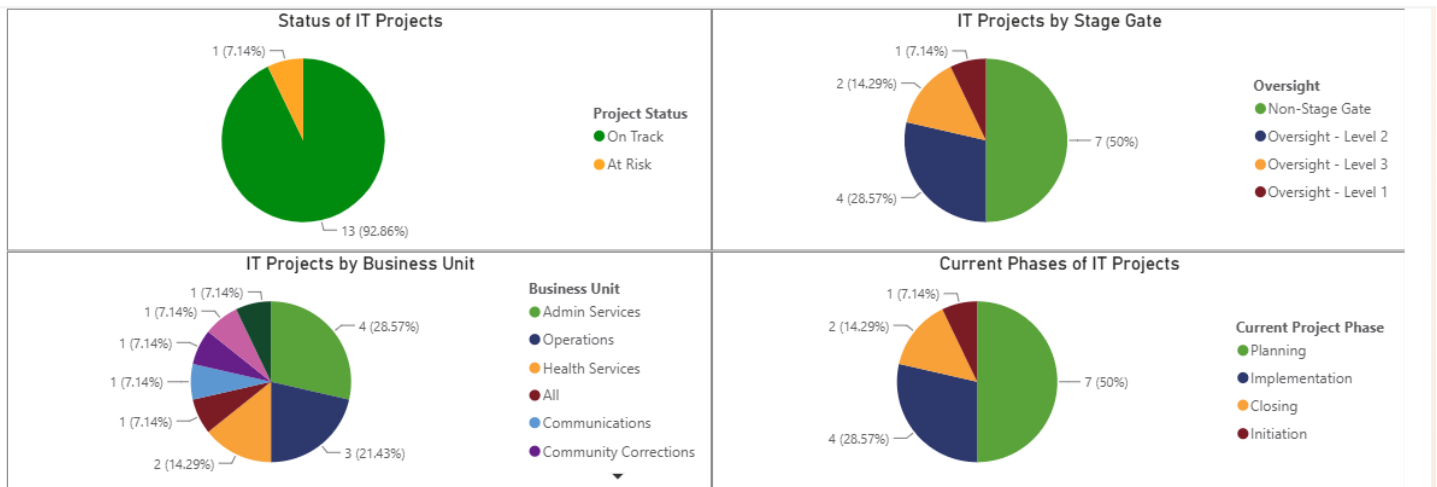
## IT EXCELLENCE

IT launched the InnovationX initiative in 2025 with the goal of fostering a stronger culture of innovation across the organization. Joint business-IT teams were formed to focus on high-value initiatives, using a hyper-agile approach to deliver rapid business benefits. Some of the key focus areas and outcomes include:

- **New ODOC Intranet:** ODOC recently launched its new intranet platform, providing all employees with a modern, centralized hub for agency news, updates, resources, and collaboration. The new intranet enhances communication across the organization by making it easier for staff to stay informed about initiatives, announcements, operational updates, and agency-wide activities in real time
- **Enhanced IT Governance Council:** Strengthened engagement and governance process to ensure complete alignment with Agency's priorities and prioritization of projects and initiatives in consultation with the council members.
- **Strong Business Collaboration:** Increased collaboration across all divisions through the formation of multiple cross-functional business-IT teams, working jointly to improve internal efficiencies and support key initiatives
- **Lunch & Learn session:** Delivered a series of Lunch & Learn sessions throughout the year, providing training, guidance, and best practices on emerging technologies. These sessions received strong attendance and positive feedback.

- **Enterprise Architecture Assessment:** ODOC partnered with DCS (Data Center Services) to conduct an enterprise architecture assessment. The first phase will deliver the “as-is” assessment by June 2026, followed by a second phase—expected to be completed by June 2027—that will provide “to-be” recommendations for enterprise best practices and technologies.
- **IT Process Efficiencies:** Significant efforts were dedicated to streamlining IT asset management processes, including IT procurement. The improved procurement and asset management processes are expected to be fully rolled out by the end of December 2026.
- **Technology vendor partnerships:** Built stronger partnerships with key technology vendors, enabling joint sessions on product usage, adoption strategies, and best practices to maximize the value of technology investments.
- **Cybersecurity Program:** Overall Cybersecurity Assessment Score was 57.88%. Of the 16 controls assessed, DOC met or exceeded expectations in 8 categories and scored poorly or extremely poorly in 4. Efforts are underway to address those areas.
- **EDI&B Aware Hiring** Following ODOC guidelines for EDI&B aware hiring.

## PROJECTS DASHBOARD



## METRICS AND TARGETS

- **GovQA:** Over 4,000 public record requests processed with 80% efficiency compared to previous manual process.
- **E-HR:** Charts scanned (OSP-100%, WCCF-100%, SRCI & DRCI-over 30%), other metrics like staff time saving, faster medication line delivery, reduced errors are being evaluated and will be reported post go-live across all locations.
- **Project Management Office:** All stage-gate projects are currently tracking within 10% of their budget, scope, and schedule targets, with the exception of the EHR project, which required multiple re-baselines due to its complexity.
- **IT Maturity Assessment Score improved from 2.4 to 2.6 in 2025.**
- Other projects haven't been completed yet, so no quantitative metrics are currently available.

# IT PRIORITIES AND GOALS STATUS

Priorities	Goals	Status	Notes
<b>Business Process Modernization</b>	Partner with business to iteratively improve and modernize business processes through technology adoption	Ongoing	Several work groups in place for quick win solutions
	Implement at least 2 high value use cases of AI/GenAI/RPA/IoT	On track	2 AI use cases ready to be deployed
	Prepare business case for CIS (Corrections Information System) Modernization	Completed	
	Continue to deliver mission critical projects (EHR, ISDS, CMMS, Split Billing)	On Track	
<b>IT Excellence</b>	Continue to strengthen Project and portfolio Management	Ongoing	Achieved improved rating during 2025 EIS assessment
	Continue to implement Telephone, Fax, Radio, Network modernization	On track	Network modernization requires funding; POP is being submitted
	Comprehensive Technical Architecture Assessment	WIP, Delayed	Engaged with DCS, target completion Jun'27
	Establish a scalable and agile technology foundation	Didn't start	Funding and bandwidth constraints
	Improve IT operational efficiency through adoption of new tools and technologies	Limited progress	Funding constraint, POP is being submitted
<b>Data Enablement</b>	Build a robust data infrastructure to support enterprise-wide data enablement - Target Mid 2027	Planning	Delayed due to funding needs, POP is being submitted
	Implement Data Governance - Target Mid 2027	Delayed	Dependent on the data platform
	Establish Data as a Service – Target End of 2027	Delayed	Dependent on the data platform
	create division specific analytic Through 2027 & 2028	Not started	Dependent on the data platform
<b>Cybersecurity</b>	Enhance cybersecurity posture and compliance by implementing automation – Target End of 2026	Delayed	Funding constraint, POP is being submitted
	Develop and implement a modernized Cybersecurity and Risk Management Program - End of 2027	Delayed	Funding constraint, POP is being submitted

# RISKS MANAGEMENT

Risk	Impact	Owner	Mitigation Plan
Outdated and unsupported technology stack	High	CIO	The agency continues to operate several aging systems that present operational and security risks. Internal measures have been taken to reduce exposure, and funding requests have been submitted to support necessary modernization.
Staff bandwidth constraint	Medium	CIO	Limited staffing capacity affects the pace of project delivery and internal improvement efforts. Prioritization of work is coordinated through established governance processes.
Cybersecurity risks	Medium	CIO	Ongoing updates to policies, procedures, and internal controls are being implemented to strengthen the agency's cybersecurity posture. Additional funding has been requested to support continued improvements.
Unfunded Modernization Requests	High	Agency Director	If requested funding is not approved, the agency will be required to continue operating on outdated technology, limiting progress toward modernization goals and increasing long-term risk.

## WHAT'S NEXT

The agency continues to make meaningful and measurable progress toward the goals of the IT Strategic Plan—strengthening governance, advancing high-value initiatives, and delivering more business-aligned, future-ready technology solutions. These modernization efforts are improving our technical foundation while enhancing service delivery and outcomes for those we serve.

However, despite strong progress on funded initiatives, the agency still relies on many outdated systems and tools that limit our ability to fully support staff and provide the highest level of care to AICs. To continue the momentum of modernization and replace the aging technology stack, the agency is submitting POP requests for 2027-29 biennium aligned with one of the agency's top priorities: Modernization. Continued investment is essential to sustain progress, reduce operational risk, and build a resilient, secure, and efficient technology environment.

The agency has recently released its 2026-28 strategic plan, and the IT Strategic Plan is being updated to align with these priorities. While no major changes are anticipated, this alignment will ensure that IT efforts continue to support the agency's long-term mission and modernization goals.

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Michael Reese - Director