



# DEPARTMENT OF CORRECTIONS

IT STRATEGIC PLAN – 2024-25 PROGRESS REPORT



# SUMMARY

Over the past year, the IT division has made measurable progress in advancing critical projects that support the Department of Correction's mission, as well as improving project and portfolio management practices. However, bandwidth limitations have impacted our ability to fully address internal efficiency enhancements and innovation efforts—both essential for modernizing operations and ensuring future readiness.

- **Business Support:** Work continued on 11 major business support projects identified for the coming years, with one going live in 2024 and few more nearing completions.
- **IT Excellence:** Seven low-maturity IT processes were targeted for improvement. Meaningful advancements were achieved in two critical areas—project management and governance—while progress on the remaining processes was constrained by resource limitations.
- **Innovation:** Organizational Change Management (OCM) best practices are being actively applied across all ongoing projects. However, due to bandwidth constraints, the planned Enterprise Architecture assessment could not be initiated.

Overall, strong progress has been made on business support initiatives, though limited bandwidth has hindered meaningful advancement in IT excellence and innovation efforts.



# 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:

- **WorkSource Oregon project:** All 12 Oregon State Prisons have a WorkSource Oregon computer lab established. Staff at all facilities have been trained to provide pre-release workforce services to adults in custody. The remaining work on installing video conferencing equipment's is scheduled to be completed by July'25.

### Other Key Projects/Initiatives underway:

- **Electronic Health Records (EHR):** First pilot is scheduled for Aug'2025, with enterprise rollouts planned through 2025-mid 2026. Strong emphasize on organizational change management through regular user interactions, feedback and testing is helping address user concerns proactively.
- **Telephone Modernization Project:** Replacing outdated legacy PBX (Private Branch Exchange) systems—which are at significant risk of catastrophic failure with a modern VoIP (Voice over Internet Protocol) telephony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. Sites and number of landline phones upgrade last year: **TRCI– 528, DRCI–282 and EOCI–357.**
- **Radio technology upgrades** nearly complete; will improve safety and communications across institutions.
- Initiated pre-project planning for **ISDS** (Institution Staff Deployment System), **CMMS** (Computerized Maintenance Management System), and **Public Records System** replacements.
- **CIS Modernization** preparation underway through market analysis and inter-agency interviews.
- **Data Governance** Assessment by IDEA group yielded actionable improvement recommendations. DOC IT team will work closely with the DOC Research Unit to establish agency wide data governance.

## IT EXCELLENCE

IT focused on maturing and implementing effective governance, placing strong emphasis on enhancing project management and governance processes:

- **Increased PMO maturity** to strengthen project oversight, driving successful implementations, improved stakeholder satisfaction and value-based project prioritization. All project managers are PMP-certified; lead PMs undergoing Prosci OCM training.
- **Standardized project management** practices by expanding the framework, enabling more consistent planning and execution across all active projects. Standardized portfolio tracking and process documentation completed.
- **Enhanced IT Governance Council** to improve alignment and transparency through consistent meetings, structured status reporting, and clearer communication with stakeholders.
- **EDI&B Aware Hiring** Following ODOC guidelines for EDI&B aware hiring.
- An initial assessment of the **Cybersecurity Program** has been completed, resulting in key recommendations to establish an agency-wide security program. This includes proposed frameworks, documentation, guidelines, and metrics, laying the groundwork for the next phase of implementation.
- **COOP Disaster Recovery (DR) and Business Continuity** Collaborating with the Emergency Preparedness Administrator to document DR and business continuity processes. A tabletop exercise and full DR simulation are planned for 2026.
- Implementation of both **Six Sigma** and **ITIL** was paused due to limited resource availability.

## INNOVATION

- All Project Managers are expected to be certified in **Organizational Change Management (OCM)** by June 2025. DOC IT is currently applying OCM best practices across all ongoing projects.
- Enterprise Architecture initiatives were delayed due to limited resource capacity.

## KEY PROJECTS/INITIATIVES & STATUS

Project/Initiative	Status	Challenges & Resolutions
EHR Implementation	On track; Pilot in August 2025, Complete rollout – Mid 2026	Connectivity and integration issues addressed through cross-functional team collaboration.
Radio Modernization	Nearing completion; final work in Salem	Interim equipment solutions used pending tower permitting.
CIS Modernization	Not funded this biennium, continuing with planning	Budget constraints: work continues on groundwork and future funding proposals.
Data Governance	IDEA assessment completed; recommendations under review	Bandwidth, skill gaps and collaboration issues need to be addressed.
APSE Expansion	Split into two Policy Option Packages (POPs); partial funding secured	Sequential funding approach adopted.
CMMS Replacement	Funded; in Stage Gate process	Transition from legacy system being managed.
ISDS Replacement	Funded; in Stage Gate process	Planning and oversight progressing as scheduled.
Project Management Enhancements	Framework standardized, PMs certified, portfolio oversight improved	PMO staff increased; OCM and Six Sigma training underway.
<b>Adult Postsecondary Education Expansion (APSE)</b>	Pilot went live Sep. 2023. Waiting for POP funding approval	To be evaluated later for bandwidth constraint, based on POP funding timeline
<b>AFAMIS Replacement, Six Sigma Implementation, ITIL Implementation, Enterprise Architecture Assessment</b>	On hold	Bandwidth constraint hindered progress on these planned initiatives

## METRICS AND TARGETS

- **Adult Postsecondary Education:** More than **50%** increase post implementation (Coffee Creek Medium from 53 to 148, Coffee Creek Minimum from 45 to 147, SCRI from 39 to 90)
- **WorkSource Oregon project:** Of those enrolled and released there is only a **1.43%** recidivism rate. About **50%** continued services after release, and of those, nearly **78%** secured employment. Program Participation (Pre-release: **332**, released: **277**, post release:**138**, employment or training: **107**).
- **Customer Service:** IT Satisfaction Score **72%** (Up **2%** from last year), IT Value Score **78%** (up **10%** from last year)
- **Project Management Office:** All stage gate projects are 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 **1.8 to 2.4 (+33%)** within one year.
- Other projects haven't been completed yet so no quantitative metrics currently available for those.

# WHAT'S NEXT

The agency has made meaningful, measurable progress toward the goals of the IT Strategic Plan, strengthening governance, advancing key initiatives, and delivering more business-aligned, future-ready technology solutions. Modernization efforts are not only improving infrastructure but also enhancing service delivery and outcomes for those we serve as indicated in the metrics above.

While the progress on major operational projects is commendable, there is a clear need to better balance resources to accelerate internal process improvements and innovation. This balance is critical to enhancing department-wide efficiencies, security, and service delivery. The IT Strategic Plan has been adjusted accordingly to align ongoing project delivery with the foundational improvements necessary for the Department's long-term success and resilience.

The agency's IT Strategic Plan will be further updated toward the end of 2025 to align more closely with the Agency's Strategic Plan, which is scheduled for release at that time.



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