



IT STRATEGIC 5-YEAR PLAN

2024-2028

OREGON DEPARTMENT OF CORRECTIONS

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Strategy & Business Alignment

This section includes:

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IT Leadership Team Vision & Mission Statements

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Innovation Initiatives

Key IT Initiatives Roadmap & Journey

Budget

Key Initiative Information (cost, timeline, goal)



Message from the CIO

Donald A. Pack

CIO, Department of
Corrections

What is the IT strategy for the Department of Corrections for the next 5 years?

I am excited to share our strategic vision for the future, as we embark on a transformative journey that will reshape the way we operate and deliver value to our organization. At the heart of this vision lies the imperative to modernize our legacy systems. By embarking on this legacy modernization endeavor, we are positioning ourselves for a future of agility and innovation, enabling us to stay ahead of the curve and respond to the ever-changing demands of our industry.

To realize this vision, effective project management will be the linchpin of our success. Our project managers will play a pivotal role in orchestrating these initiatives, ensuring that every step is meticulously planned and executed. Their expertise will be critical in coordinating the efforts of cross-functional teams, monitoring progress, and mitigating risks, ensuring the seamless execution of our modernization roadmap.

In tandem with legacy modernization and project management, we also recognize the significance of process improvement. Our goal is not merely to replace outdated systems, but to enhance the efficiency and effectiveness of our core business processes. By embracing process improvement methodologies, we can eliminate bottlenecks, streamline operations, and empower our teams to work smarter, not harder. This will not only optimize our internal operations but also enhance the experience for our customers, partners, and stakeholders.

In conclusion, the convergence of legacy modernization, project management, and process improvement represents a pivotal moment in our organization's evolution. I have the utmost confidence in our team's abilities and dedication to realizing this vision. Together, we will forge a path to innovation, enabling us to thrive in a rapidly changing digital landscape and achieve new heights of success.





IT Vision: IT is an essential partner integral to the success of our agency by delivering innovative technology solutions while demonstrating a strong customer-oriented mindset.

IT Goals

Increased Business Alignment

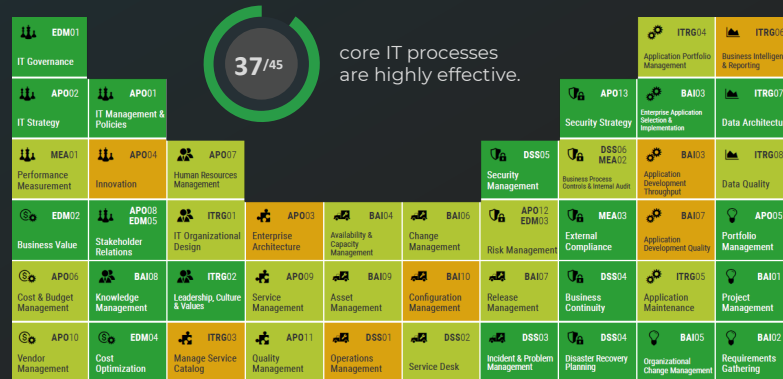
Best Customer Service Experience

Innovative & Agile Business Solutions

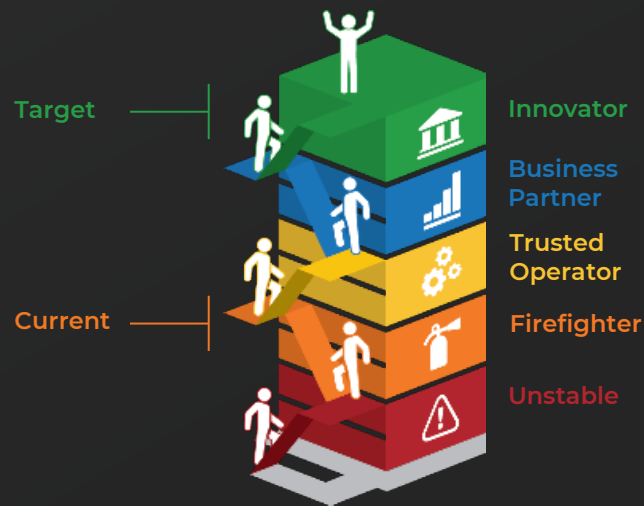
Agency-wide Data Governance

Mature & Effective IT Governance

IT's core processes enables the organization's top projects and improves stakeholder satisfaction with IT.

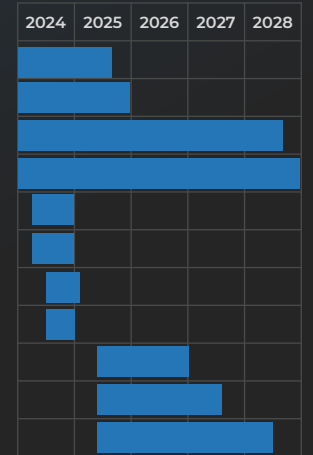


To reduce risk & improve operations, IT will strive to be an innovator.



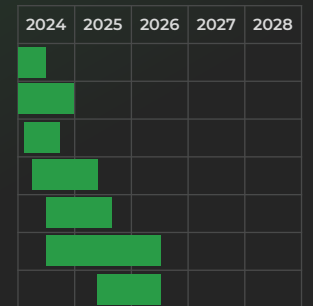
BUSINESS SUPPORT

- Electronic Health Records (EHR)
- Wireless Communications System (Radios)
- AFAMIS Replacement (Oracle JD Edwards, Midrange)
- CIS Modernization (Midrange)
- Public Records Tracking System
- WorkSource Oregon Expansion
- Data Governance Partnership with DOC Research
- Identify and Support IT Leaders
- Adult Postsecondary Education Expansion (APSE)
- Computerized Maintenance Management System
- Institution Staff Deployment System Replacement (ISDS)



IT EXCELLENCE

- EDI&B Aware Hiring
- Project Portfolio Management
- COOP Disaster Recovery and Business Continuity
- Project Management Framework
- Six Sigma Implementation (Process Improvement)
- Cybersecurity Program
- ITIL Implementation (Services Improvement)



INNOVATION

Enterprise Architecture
Organizational Change Management

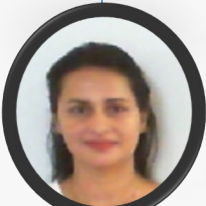


The IT leadership team provides depth and experience



Donald A. Pack

CIO, Department of Corrections
<1 FTE Enterprise Architect>
<3 FTE Project Management Office>



Paramjit Kaur

Deputy CIO

Donald A. Pack has been CIO at the Department of Corrections since 2019. His leadership team spans application development, infrastructure, desktop support, Service Desk and cybersecurity. The team represents over 100 years of combined experience at solving IT problems and delivering IT value.



Jason Miranda
Application Services
(Development)
<26 FTE>



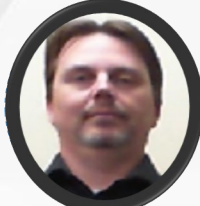
Travis Graham
Information Services
(Infrastructure)
<12 FTE>



Larry Mack
Support Services
(Desktop)
<33 FTE>



Laura Carney
Service Desk
(Help Desk)
<12 FTE>



Robert Marquardt
Risk Assurance
(Cyber Security)
<4 FTE>



IT supports the Department mission, vision and values

Our mission & vision helped determine IT's guiding principles:

These guiding principles define the values that drive IT's strategy and provide the criteria for our 5-year planning horizon.

Business

Mission

To promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior

Vision

- Value employee wellness
- Engage employees
- Operate safe facilities
- Implement innovative business practices
- Prepare AICs for re-entry
- Partner with stakeholders

Values

- Integrity & professionalism
- Dignity & respect
- Safety & wellness
- Fact-based decision making
- Positive change
- Honoring our history
- Stewardship



IT

Mission

To provide innovative technology solutions on a robust and sustainable infrastructure, supported by superior customer service, in alignment with the Agency's public safety goals.



Vision

IT is an essential partner integral to the success of our agency by delivering innovative technology solutions while demonstrating a strong customer-oriented mindset.



Guiding Principles

- We will be guided by our strategic plan and the agency IT Governance Council.
- We deliver best experience to our customers.
- We seek innovative ways to use technology.
- We will manage and govern data agency-wide.
- We will efficiently manage projects.

Diversity, Equity & Inclusion

IT is aligned with agency prioritization of ...

- Diversity – a range of human differences
- Inclusion – of all voices and visions where people feel comfortable being themselves
- Equity – in policy and practice, providing everyone what they need to be successful



IT's key initiatives can be categorized three ways

IT Key Initiative Plan

Our top initiatives collectively support our business goals and organization initiatives and improve the delivery of IT services.

1

Business Support

Support Major Business Initiatives

Each organization initiative is supported by a major IT project and each project has unique IT challenges that require IT support.

+

2

IT Excellence

Reduce Risk & Improve IT Operational Excellence

These projects will increase IT process maturity and systematically improve IT.

+

3

Innovation

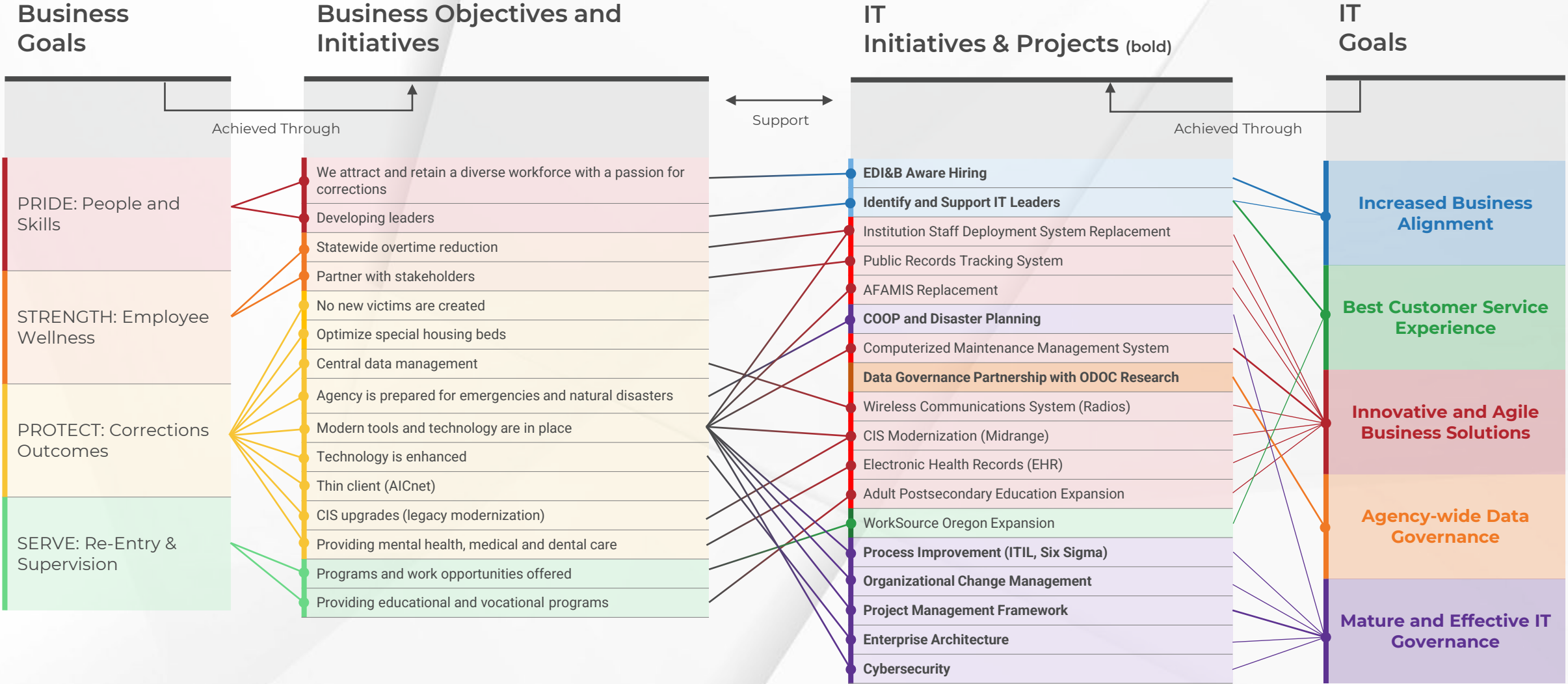
Drive Technology Innovation

These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.



1a

IT will enable all organization projects



1a

Major IT projects directly in support of agency goals and objectives

The Department has governance in place to intake new projects and ensure their prioritization based upon business value and need. Projects are assessed and scored by business representatives with final confirmation by the IT Governance Council.

The major IT projects as designated by the Department are

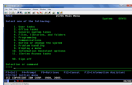


Institution Staff Deployment System Replacement

Replacement of a legacy desktop system based upon Microsoft development technology no longer supported.

- **Public Records Tracking System**

Acquisition of a new system to track public records requests.



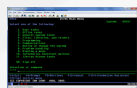
AFAMIS Replacement

Replacement of existing JD Edwards (Oracle) system with OregonBuys and new inventory tracking and warehouse management systems.



Computerized Maintenance Management System

Replacement of legacy Benchmate system with modern CMMS system integrated across all institution physical plants.



Modernization
(midrange)



Modernization
(non-midrange)



Wireless Communications System (Radios)

Upgrade of agency radio systems to P25 standard in compatibility with other Oregon public safety organizations.



Electronic Health Records

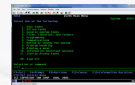
Replacement of paper-based health record with a modern electronic health records system.

- **Adult Postsecondary Education Expansion**

Expansion of SB1522 pilot project, currently at two institutions, to provide AIC access to outside college courses at all institutions.

- **WorkSource Oregon Expansion**

Received additional Federal grant funds to expand the WorkSource Oregon pilot to all institutions as a service for AICs to use for job seeking prerelease.



CIS Modernization (Midrange)

Replacement of the outdated software and technology used for CIS (the DOC offender management system) to a newer, more efficient, and sustainable solution. This transformation is essential for the organization to enhance agility, improve performance, and align with current business and technological needs while minimizing the risks associated with maintaining a legacy system.

CIS Modernization and the AFAMIS Replacement are the deprecation of our use of the legacy midrange platform.



1b IT's target is stakeholder satisfaction

Stakeholder management is a critical aspect of running a successful IT department. **IT's most important and impactful metric to gauge our success is stakeholder satisfaction.** In this plan IT is dedicated to understanding and improving stakeholder satisfaction across the organization.

To gain a better understanding of how we could improve stakeholder satisfaction we partnered with Info-Tech to administer three surveys.

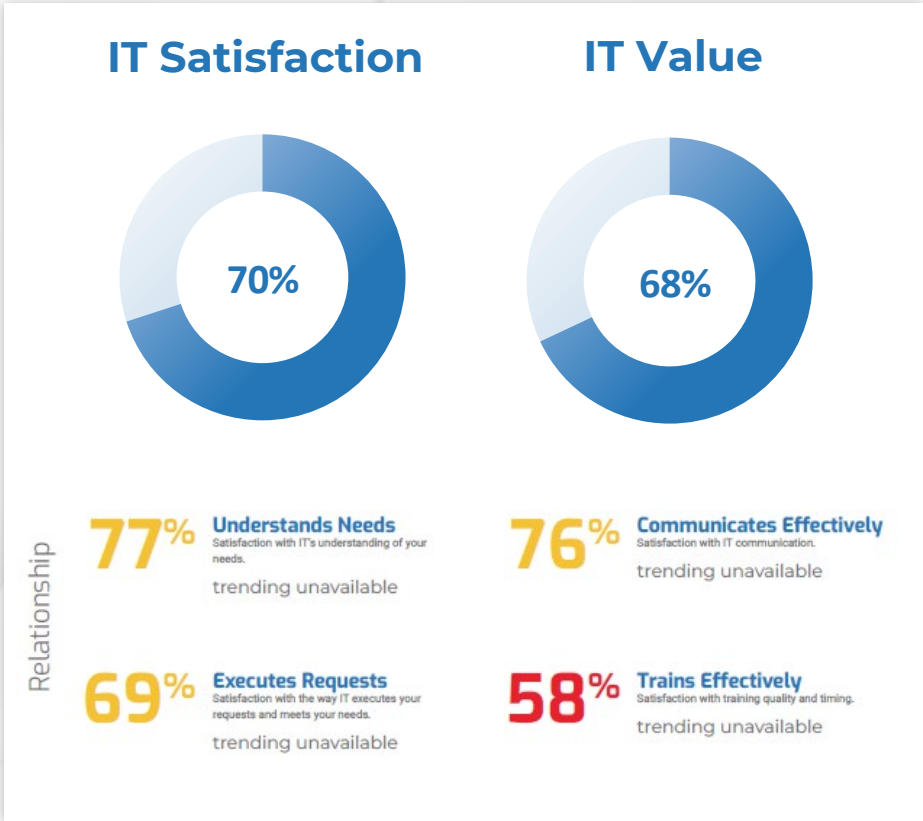
- Director-CIO Alignment survey
- CIO Business Vision survey
- IT Management and Governance survey

The surveys revealed these areas for innovation in IT

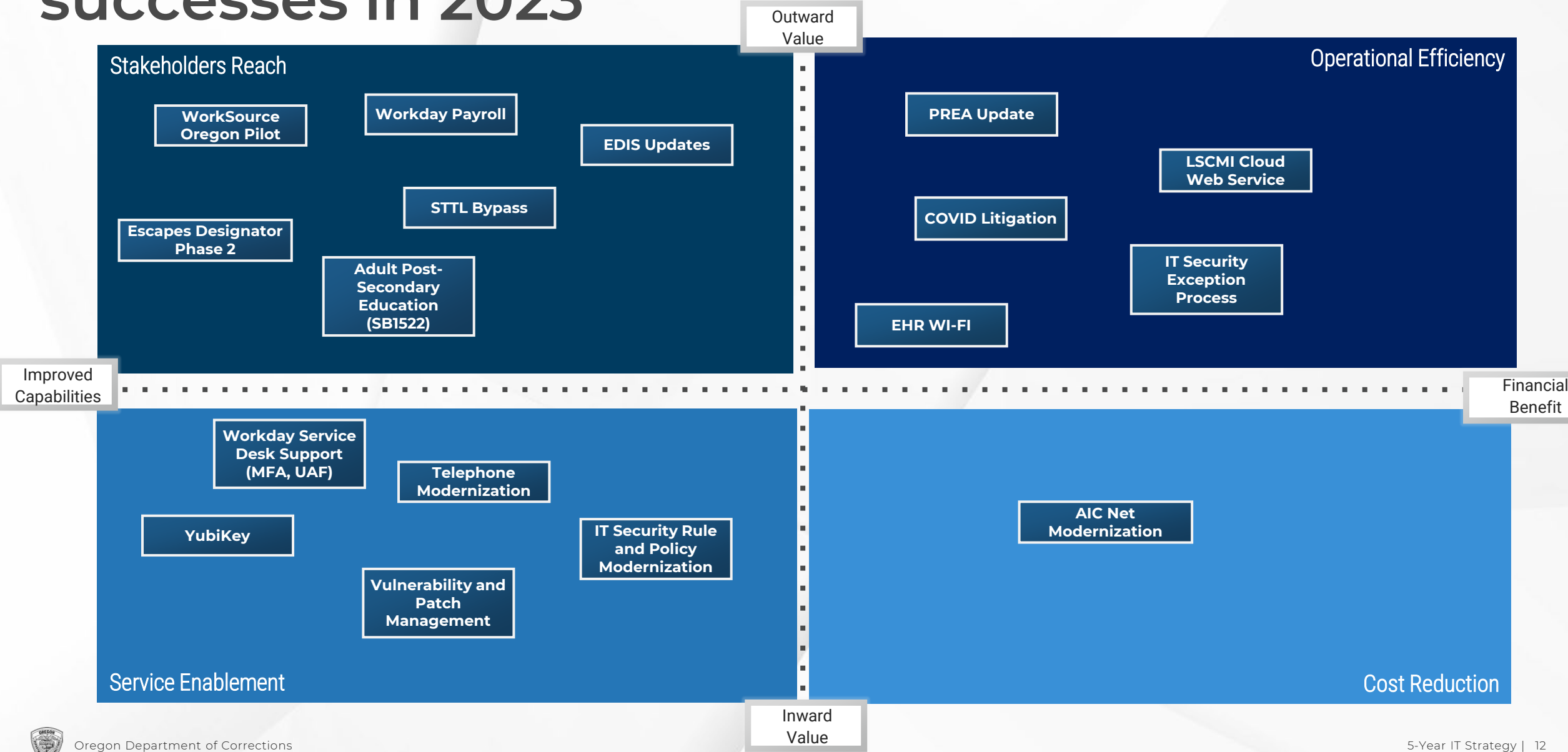
- Product and service improvements
- Business process improvements
- Cost reductions

The surveys revealed the largest barriers to innovation and maturity

- Legacy systems overhaul
- IT leadership and staff resistance
- Poor communication



Business value matrix showing DOC IT successes in 2023



1b Improving IT's maturity required a deeper understanding of our current state

A survey of the Leadership Team identified several areas of importance where IT effectiveness could be increased. The business support initiatives that address the areas identified in the Director and Leadership Team surveys are:

- **Data Governance Partnership with DOC Research**
Research and IT work as partners to ensure a systematic approach to managing, protecting, and ensuring the quality and integrity of an organization's data assets. It will involve establishing policies, processes, and roles to effectively control data throughout its lifecycle, fostering data reliability and compliance with regulations.
- **Identify and Support IT Leaders**
Recognize individuals with strong technical expertise and the ability to lead and inspire others. To nurture these leaders, provide opportunities for them to take on challenging projects, mentor them, and invest in their ongoing development in areas like leadership, communication, and strategic thinking.

All IT leaders will be expected to exemplify the DOC DEI commitment ...

“The Department of Corrections serves a diverse and changing population of people who are incarcerated and on supervision. As the agency’s executive team, we commit to creating an organization that both reflects the diversity of the population we serve and ensures all employees thrive in a culture of safety, trust, and belonging.”

Business Satisfaction and Importance for Core Services

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	82% trending unavailable	3 RD
IT Security	Satisfaction that organizational devices and data are properly secured.	80% trending unavailable	2 ND
Devices	Satisfaction with desktops, laptops, mobile devices etc.	78% trending unavailable	6 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	74% trending unavailable	1 ST
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74% trending unavailable	13 TH
Data Quality	Satisfaction with providing reliable and accurate data	73% trending unavailable	4 TH
Work Orders	Satisfaction with small requests and bug fixes	72% trending unavailable	7 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	68% trending unavailable	12 TH
Business Apps	Satisfaction with applications and functionality	68% trending unavailable	5 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% trending unavailable	11 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	58% trending unavailable	10 TH
Projects	Satisfaction with large department or corporate projects	58% trending unavailable	7 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	57% trending unavailable	9 TH

The current state of IT . . .

The budget for IT at the DOC is \$32 million per biennium. \$25 million for personnel services, the remaining \$7 million for services and supplies.

The agency has 86 full time IT staff to support:

- 4,600 DOC staff
- 1,300 county community corrections staff who use the legacy CIS and OMS systems
- 15,000 AICs accessing legal library, education and other online services via the AIC network

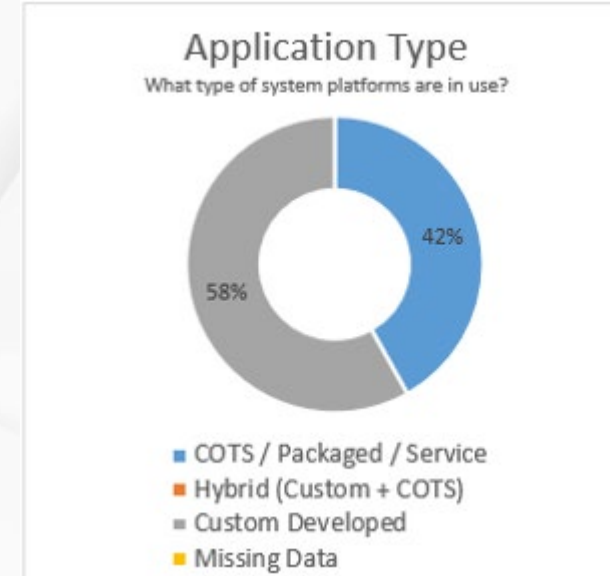
The deprecation of the midrange (“green screen”) in favor of new systems is a priority in the strategic plan. This will enhance technology and provide modern tools to our staff, helping to meet goals in the agency strategic plan.

Beyond replacement of the midrange systems are plans to replace many of the inhouse custom developed applications with vendor Commercial off the Shelf (COTS) and cloud services. The current custom applications are more labor intensive to maintain and limit the IT bandwidth to complete new projects and deliver expanded capabilities to the agency.

Currently 58% of the agency applications were built custom inhouse.

DOC has two decades of experience with business governance of technology investments through the Service Request Governance Committee. This has been expanded and matured by the addition of an IT Governance Council comprised of the agency leadership. This committee meets regularly to discuss and plan strategic technology investments for the agency.

Proportion of Custom to Vendor Applications



In summary, IT identified 11 major initiatives to support the business

01

Business Support Initiatives

1a

Enable Organization Projects

Institution Staff Deployment System Replacement (ISDS)

Public Records Tracking System

AFAMIS Replacement (Oracle JD Edwards, Midrange)

FAC Computerized Maintenance Management System

Wireless Communications System (Radios)

Electronic Health Records (EHR)

Adult Postsecondary Education Expansion (APSE)

WorkSource Oregon Expansion

CIS Modernization (Midrange)

1b

Become a Business Partner

Data Governance Partnership with DOC Research

Identify and Support IT Leaders



02

Analyzing diagnostic data helped us identify several low-maturity IT processes to focus on in the next 5 years

A survey of IT leadership was combined with the surveys of the Director and Leadership Team to determine these IT initiatives to address core IT processes.

- **Project Management Framework**

Defines the processes, tools, and best practices to effectively initiate, plan, execute, monitor, and control projects.

- **Project Portfolio Management**

Strategic process that involves selecting, prioritizing, and managing a collection of projects and programs to align with an organization's goals and maximize overall performance and value.

- **COOP Disaster Recovery and Business Continuity**

Disaster recovery to focus on the actions and processes necessary to restore the organization's IT infrastructure and data after a disruptive event. Coordinate with agency business continuity COOP plans to ensure the agency can continue its critical operations in the face of disruptions.

- **Six Sigma Implementation (Process Improvement)**

Reducing defects and variations in processes, leading to improved product and service quality, enhanced customer satisfaction, and increased operational efficiency

- **ITIL Implementation (Services Improvement)**

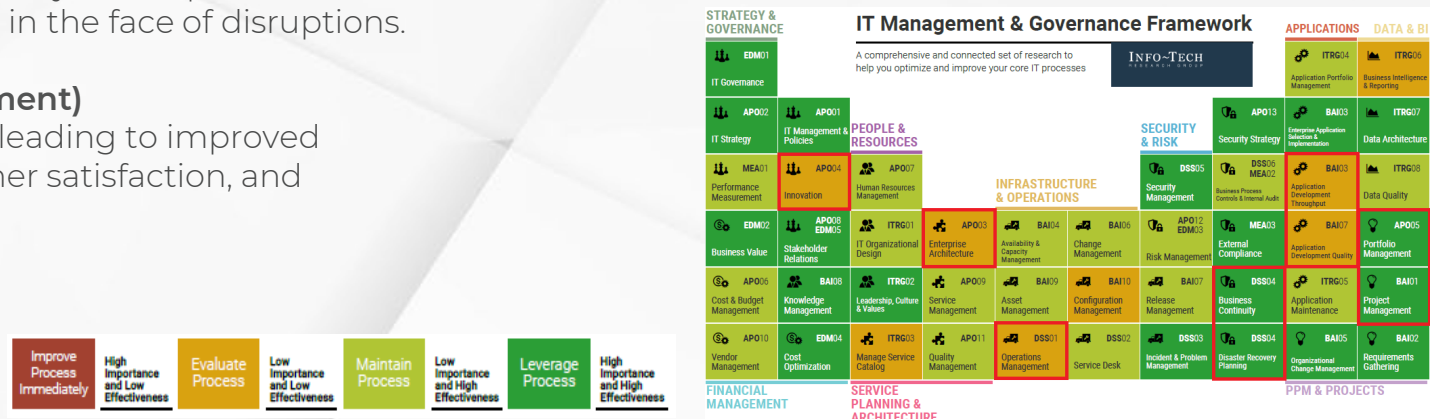
Information Technology Infrastructure Library (ITIL) to improve service quality, enhance customer satisfaction, and increase efficiency by providing a framework for IT service management best practices.

- **Cybersecurity Program**

Implement a comprehensive set of policies, processes, and technologies designed to protect the agency digital assets and sensitive data from threats, breaches, and unauthorized access.

- **EDI&B Aware Hiring**

IT recruitment approach that emphasizes promoting a diverse and inclusive workplace by actively considering and addressing the needs and perspectives of individuals from various backgrounds and seeking to eliminate biases in the hiring process.



Addressing low-maturity processes requires process, technology, and organization-related initiatives to maintain & improve IT excellence and reduce risk

02

IT Excellence

Core IT Process Initiatives

Project Portfolio Management

Project Management Framework

EDI&B Aware Hiring

Six Sigma Implementation (Process Improvement)

ITIL Implementation (Services Improvement)

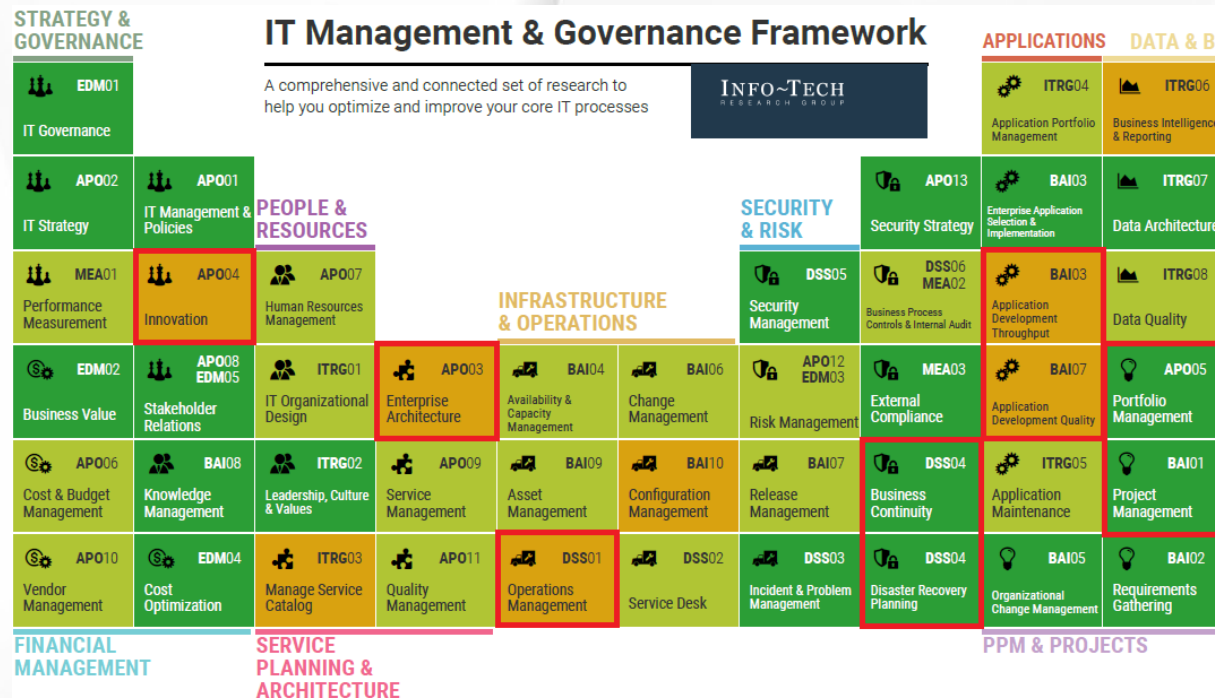
Cybersecurity Program

COOP Disaster Recovery and Business Continuity



IT identified additional initiatives that will drive innovation

The Leadership Team survey noted a lack of agility and innovation in IT solutions. Enterprise Architecture can drive this in alignment with the goals of the agency and aid in informed decision making and managing risk. With increased agility and innovation, we will require stronger organizational change management to ensure acceptance of change and to increase the likelihood of successful adoption.



The three key benefits of **enterprise architecture** are:

- **Improved Alignment:** Enterprise architecture helps align an organization's business strategy and goals with its IT infrastructure, ensuring that technology investments support the overall mission and objectives.
- **Enhanced Efficiency:** It optimizes processes and resources, leading to increased operational efficiency, reduced redundancy, and improved cost control.
- **Informed Decision-Making:** Enterprise architecture provides a holistic view of an organization's systems and data, enabling informed decision-making, risk management, and adaptability to changing business and technology landscapes.

The two best benefits of **organizational change management** are:

- **Improved Employee Engagement:** It fosters a sense of involvement and ownership among employees, enhancing their commitment to the organization and the change initiatives.
- **Increased Change Success Rates:** By providing a structured approach to change, it increases the likelihood of successful implementation and achieving desired outcomes.

To drive technology innovation, we focused on identifying initiatives that will provide the most opportunity to find innovative solutions and ease their acceptance.

03

Innovation

Drive Technology Innovation

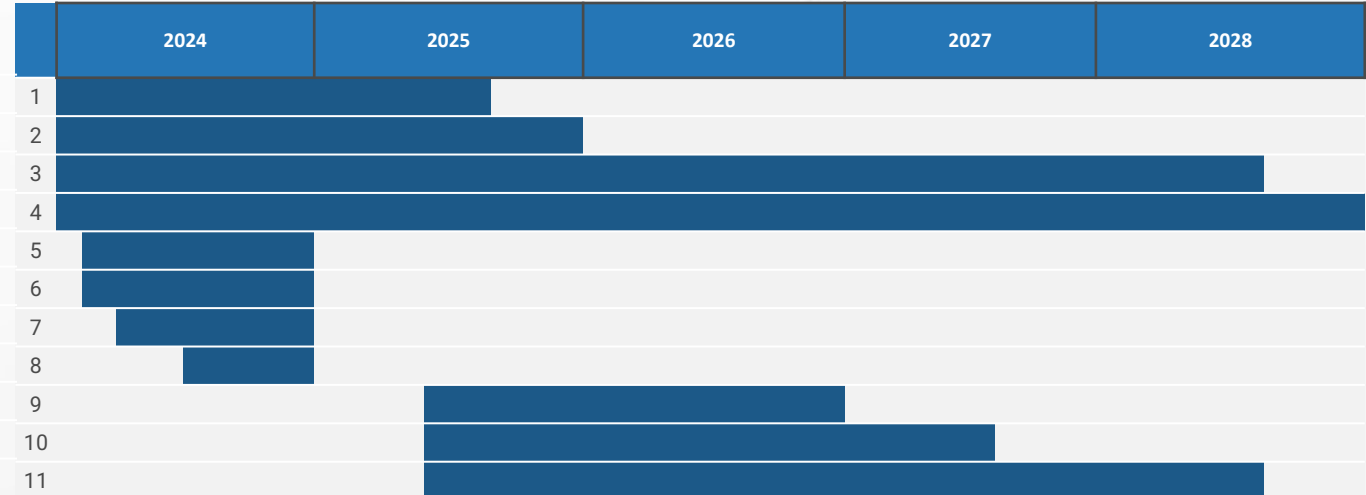
Enterprise Architecture

Organizational Change Management

Our key IT initiatives will result in a 60-month roadmap to success prioritized and managed by the IT Governance Council

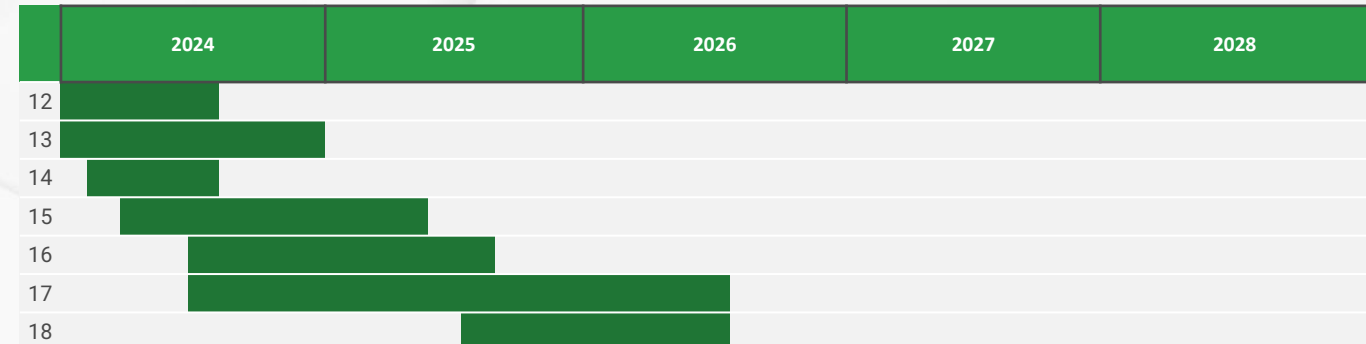
01 Business Support

1. Electronic Health Records (EHR)
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4. CIS Modernization (Midrange)
5. Public Records Tracking System
6. WorkSource Oregon Expansion
7. Data Governance Partnership with DOC Research
8. Identify and Support IT Leaders
9. Adult Postsecondary Education Expansion (APSE)
10. Computerized Maintenance Management System
11. Institution Staff Deployment System Replacement (ISDS)



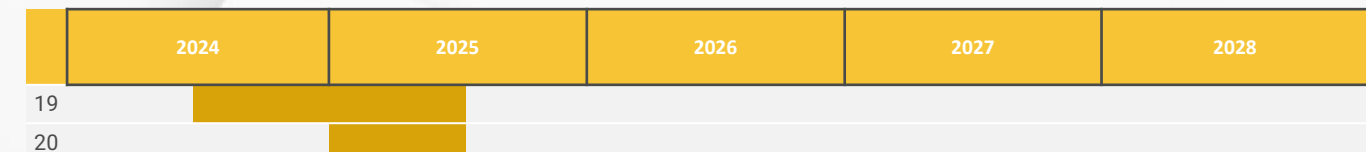
02 IT Excellence

12. EDI&B Aware Hiring
13. Project Portfolio Management
14. COOP Disaster Recovery and Business Continuity
15. Project Management Framework
16. Six Sigma Implementation (Process Improvement)
17. Cybersecurity Program
18. ITIL Implementation (Services Improvement)



03 Innovation

19. Enterprise Architecture
20. Organizational Change Management



IT Goals & Operational Strategy

This section includes

IT Goals & Roadmap

IT Metrics & IT Performance Management Goals

IT Budget & Proposed Changes

Strategy Communication Plan

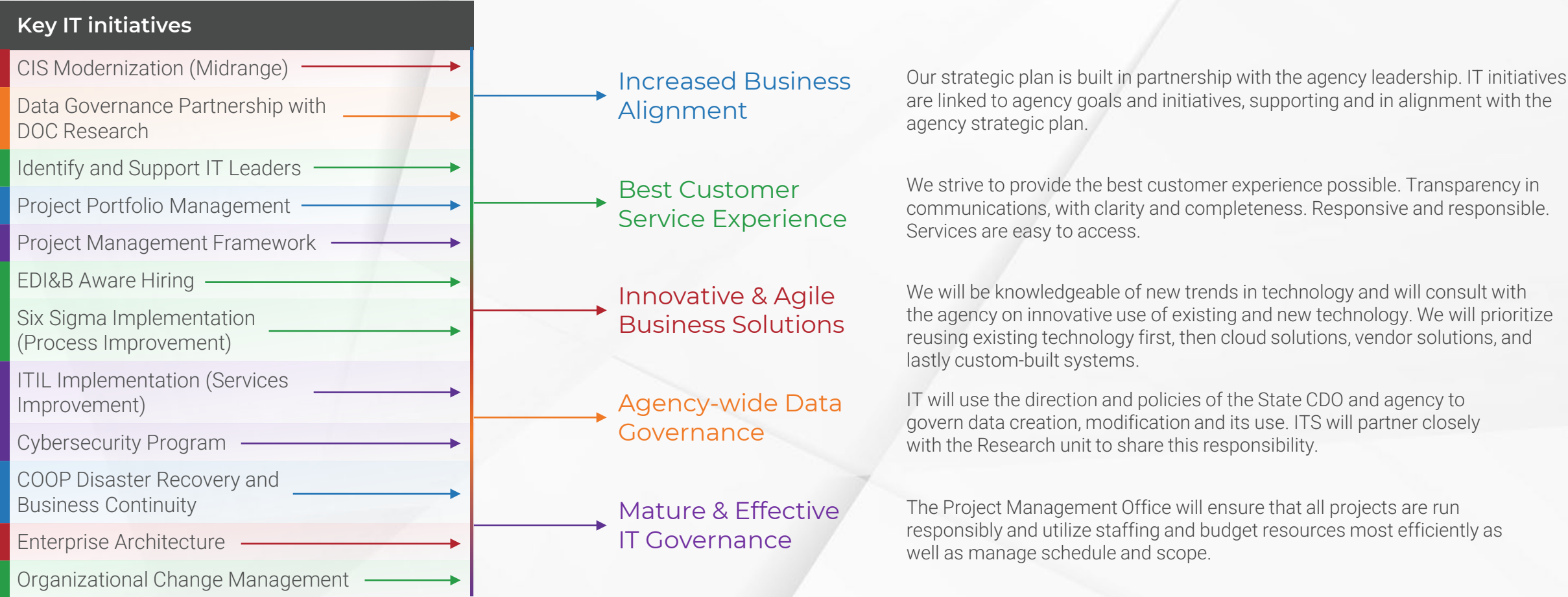
Refresh Strategy

Closing

Appendix



IT's key initiative plan for the next 5 years comprises 12 initiatives and helps us achieve five main IT goals



Progress towards agency plan goals will be judged against projected targets for five key metrics

Agency Strategic Plan Goals or Projects	Metric	Target
Institution Staff Deployment System	Reduction in average mandatory security staff overtime; 645 hours in the first year.	15% annual decrease
Adult Postsecondary Education	Higher AIC participation in the postsecondary educational program to reduce recidivism.	10% annual increase
WorkSource Oregon Expansion	Reduction in 36-month felony conviction recidivism; from high 23% (2019/2 nd cohort) to 20.7%.	10% annual decrease
Customer Service	15% increase in the first-year Agency Leadership Satisfaction score.	> 85% annual assessed
Project Management Office	IT Project Performance stays within 10% of baseline Budget, Scope, Schedule, and Risk.	< 10% running IT Project Variance



Funding the key IT initiatives over the next 60-months

01 Business Support

1. Electronic Health Records (EHR)
2. Wireless Communications System (Radios)
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	2024	2025	2026	2027	2028
1	\$14,772,000 24 FTE	\$2,705,000 24 FTE	-	-	-
2	\$260,000 1 FTE	\$260,000 1 FTE	-	-	-
3	-	\$675,000 1 FTE	\$1,350,000 1 FTE	\$675,000 1 FTE	-
4	-	\$800,000 9 FTE	\$1,600,000 9 FTE	\$1,600,000 9 FTE	\$1,600,000 9 FTE
5	\$565,000 2 FTE	\$414,000 2 FTE	-	-	-
6	\$458,234 1 FTE	\$251,610 1 FTE	\$251,610 1 FTE	-	-
7	-	-	-	-	-
8	-	-	-	-	-
9	-	\$944,500 9 FTE	\$1,889,000 9 FTE	\$944,500 9 FTE	-
10	-	\$914,333 2 FTE	\$1,828,666 2 FTE	\$914,332 2 FTE	-
11	-	\$610,500 3 FTE	\$610,500 3 FTE	\$482,000 3 FTE	\$482,000 3 FTE

02 IT Excellence

12. EDI&B Aware Hiring
13. Project Portfolio Management
14. COOP Disaster Recovery and Business Continuity
15. Project Management Framework
16. Six Sigma Implementation (Process Improvement)
17. Cybersecurity Program
18. ITIL Implementation (Services Improvement)

	2024	2025	2026	2027	2028
12	-	-	-	-	-
13	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
14	-	-	-	-	-
15	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
16	\$35,000	\$5,000	\$5,000	\$5,000	\$5,000
17	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
18	-	\$1,000	\$2,000	\$2,000	\$2,000

03 Innovation

19. Enterprise Architecture
20. Organizational Change Management

	2024	2025	2026	2027	2028
19	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
20	-	\$5,000	\$1,000	\$1,000	\$1,000

Legislative request funds
Agency funds
Grant funds

	2024	2025	2026	2027	2028
Legislative request funds	\$15,957,000 27 FTE	\$7,323,332 51 FTE	\$7,278,165 24 FTE	\$4,615,832 24 FTE	\$2,082,000 12 FTE
Agency funds	\$78,000	\$54,000	\$51,000	\$51,000	\$51,000
Grant funds	\$484,234 1 FTE	\$251,610 1 FTE	\$251,610 1 FTE	-	-



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.

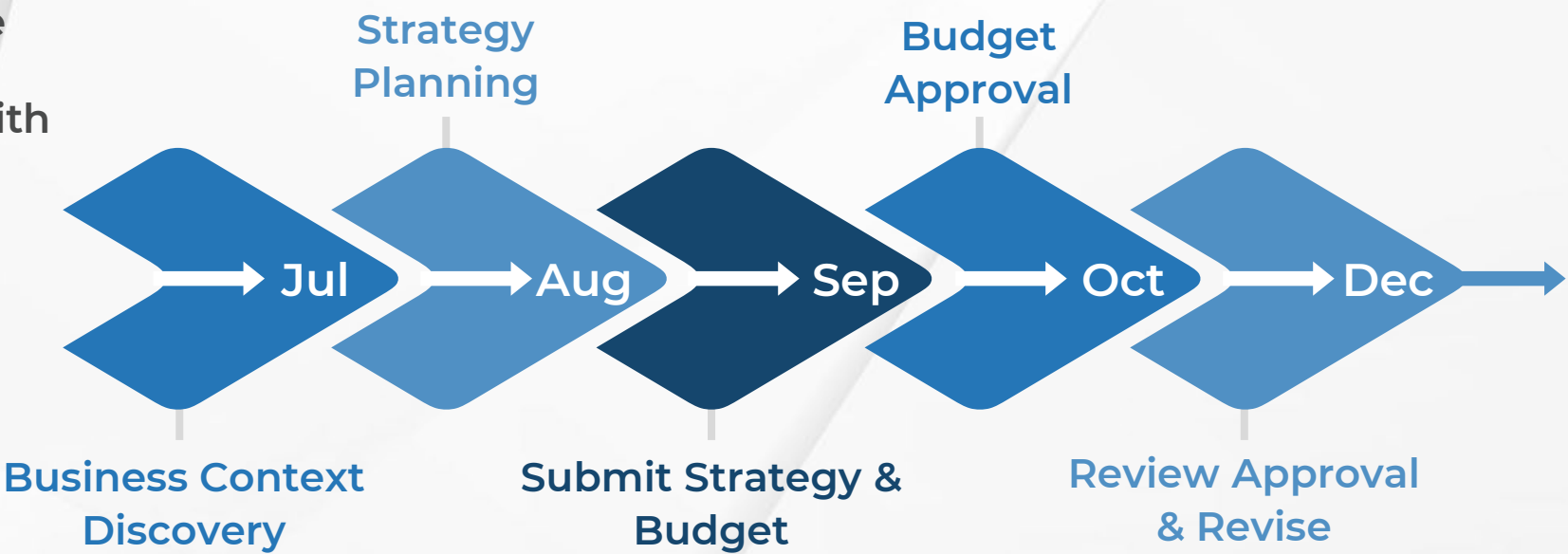
IT Strategic Plan with initiative details will be shared with IT staff around the state in a series of Town Hall style meetings. These will be intended to educate, and build buy in among the IT staff.

	AUDIENCE	SCOPE	DATE
IT Strategic Plan Executive Presentation	Agency leadership team	High level plan including strategy-on-a-page	Jan 2024
IT Strategic Plan	IT leadership team	Plan with initiative details	Jan 2024
IT Strategic Plan Executive Presentation	Public	High level plan including strategy-on-a-page	Feb 2024

Next steps & refresh strategy

We will put a process in place to review the IT strategy that makes us proactive to deal with any changes to the business' strategy or direction.

IT is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic initiatives.



	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

Responsible
Consulted

Accountable
Informed

In closing ...

Donald A. Pack

CIO, Department of
Corrections

I am excited to have this strategic plan as a roadmap for our transformative journey to reshape the way we operate and deliver value to our organization. The modernization of our legacy systems will position the Department for a future of agility and innovation in meeting the goals and objectives of the agency strategic plan.

The solid foundation of project and portfolio management will be the key to our success. This will be pivotal in ensuring we are in scope, on budget and sticking to schedule on large projects and initiatives.

Building upon that foundation will be enterprise architecture to ensure we find the best solutions that align with our agency goals. Successful implementation and acceptance of new systems will rely upon a new emphasis on organizational change management.

In addition to legacy modernization and a solid foundation in project management, we will also enhance the efficiency and effectiveness of our core business processes. By embracing Six Sigma for process improvement, and ITIL for IT services best practices, we hope to eliminate bottlenecks, streamline operations, and empower our teams to work smarter, not harder.

In conclusion, the emphasis on legacy modernization, project management, and process improvement will be a pivotal moment in our organization's evolution.



Appendix

Project and initiative summaries



1. Electronic Health Records (EHR)

Replace paper-based health records with an Electronic Health Record system.

Incremental Cost:

\$17,477,000
TOTAL 2024-2025

Initiative Description:

- IT working as members of the EHR team to implement the solution.

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Electronic health records

Other Expected Business Benefits:



Continuity of care for AICs during incarceration and post-release

Initiative Category:



CIO comments:

Project initiated within Health Services.

Risks:

- First large cloud-based application at DOC
- Largest DOC project with stage gate oversight
- Capture of paper data in the new application
- Migration and integration of data from/to legacy systems

Dependencies:

- None

Project Team

- Business Sponsor: Joe Bugher
- IT Sponsor: Donald Pack
- PM: Renee Smith

2. Wireless Communications System (Radios)

Upgrade staff radios to P25 standard.

Incremental Cost:

\$520,000
TOTAL for 2024-2025

Initiative Description:

- Update radio communication systems to P25 standard
- Increase radio coverage

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Progress bar from Q1 2024 to Q4 2025																			

Primary Business Benefits:



DOC radios on P25,
matching other Public
Safety partners

Other Expected Business Benefits:



Increased quality and
are covered

Initiative Category:



CIO comments:

DOC Facilities initiated project. Bond funded.

Risks:

- Need to install new towers in some locations, requiring an involved permitting process

Dependencies:

- None

Project Team

- Business Sponsor: Thom Martin
- IT Sponsor: Marlene Taylor
- PM: Flo Phaswana

3. AFAMIS Replacement

Replace accounting system based on midrange platform.

Incremental Cost:

\$2,700,000
TOTAL for the 5 years

Initiative Description:

- Fully implement OregonBuys
- New inventory and warehouse management systems
- Deprecate midrange system
- Eliminate Oracle JD Edwards application

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Full use of OregonBuys

Other Expected Business Benefits:



Lessen reliance on midrange platform

Initiative Category:



CIO comments:

Project initiated within CFO.

Risks:

- There may be accounting functions that need to be performed in the State Financial Management System
- Lack of integration between OregonBuys and inventory management system

Dependencies:

- None

Project Team

- Business Sponsor: Tom Shin / Thom Martin
- IT Sponsor: Donald Pack
- PM: Toni Chambers

4. CIS Modernization (Midrange)

Replace midrange hosted Corrections Information System (CIS) with a modern Offender Management System (OMS).

Incremental Cost:

\$5,600,000

TOTAL for the 1st 5 years

Initiative Description:

- Modernize with a cloud-based OMS
- Deprecate the use of custom CIS system on midrange
- Possibly can replace other custom systems if their functionality is included
- 6–8-year effort based on other Oregon agency experience

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Integrated modern cloud-based OMS

Other Expected Business Benefits:



Better quality of data, analysis and reporting

Initiative Category:



CIO comments:

Midrange replacement.

Risks:

- User acceptance of very different OMS
- Integration complexity with other DOC systems
- Many internal and external stakeholders
- Large jump in technology
- 30+ years of historical data for possible migration

Dependencies:

- None

Project Team

- Business Sponsor: Heidi Steward
- IT Sponsor: Donald Pack
- PM: TBD



5. Public Records Tracking System

New system to track public records requests.

Incremental Cost:

\$979,000
TOTAL

Initiative Description:

- Procure a new system to track public records requests

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
▶																			

Primary Business Benefits:



Recording and tracking of requests for public records

Other Expected Business Benefits:



Reporting of requests

Initiative Category:



CIO comments:

Project initiated by DOC
Records Management

Risks:

- TBD

Dependencies:

- None

Project Team

- Business Sponsor: Gary Ninman
- IT Sponsor: Donald Pack
- PM: TBD

6. WorkSource Oregon Expansion

Expand WorkSource Oregon AIC access from the two pilot facilities to all institutions.

Incremental Cost:

\$961,454
TOTAL

Initiative Description:

- Expand hardware/software to all institutions to enable AIC access to WorkSource Oregon

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
▶																			

Primary Business Benefits:



AIC access statewide to WorkSource Oregon

Other Expected Business Benefits:

Initiative Category:



CIO comments:

Correctional Services Division received Federal grant to expand this program.

Risks:

- AIC misuse of the resources

Dependencies:

- None

Project Team

- Business Sponsor: Amy Bertrand
- IT Sponsor: Donald Pack
- PM: Tony Gattuso

7. Data Governance Partnership with DOC Research

Centrally managed and governed data assets.

Incremental Cost:

\$0
TOTAL

Initiative Description:

- Data inventory across all systems
- Information asset inventory and sharing per CDO guidance
- IT (data source) and Research (information asset source) collaboration
- Coordinated servicing of enterprise data governance requirements

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
▶																			

Primary Business Benefits:



Centralized management of data

Other Expected Business Benefits:



Improved data quality and understanding



Accurate reporting and statistical analysis

Initiative Category:



CIO comments:

Promote strong collaboration between IT and Research as the two units that manage data.

Risks:

- Unclear delineation of responsibilities between IT and Research
- Time commitment to update data inventory
- Coordination and communication of data changes

Dependencies:

- None

Project Team

- Business Sponsor: Kristen Banschbach
- IT Sponsor: Donald Pack
- PM: TBD



8. Identify and Support IT Leaders

Organized effort to find and grow IT leadership.

Incremental Cost:

\$0
TOTAL

Initiative Description:

- Identify potential IT leaders
- Provide training and leadership opportunities
- Instill strong EDI&B understanding and applications
- Formal succession plans
- Business involvement to build empathy and understanding

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Consistent capable IT leadership

Other Expected Business Benefits:



Good relationships with business and staff

Initiative Category:



CIO comments:

IT management team effort to promote internal leaders.

Risks:

- Hard to identify potential leaders
- Time and effort to work with new leaders

Dependencies:

- None

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD



9. Adult Postsecondary Education Expansion

Statewide AIC access to online postsecondary education.

Incremental Cost:

\$3,778,000
TOTAL

Initiative Description:

- Provide AIC access to college courses via the AIC Network
- Multiple colleges to provide classes
- Resources available for class and homework use
- Tablets used to do homework outside the classroom

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Consistent capable IT leadership

Other Expected Business Benefits:



Good relationships with business and staff

Initiative Category:



CIO comments:

Expanding the successful APSE pilot project beyond the two facilities to all institutions.

Risks:

- AIC access outside the AIC Network
- Class requirements too complicated to host for AICs

Dependencies:

- None

Project Team

- Business Sponsor: Tracie Hightower
- IT Sponsor: Donald Pack
- PM: TBD



10. Computerized Maintenance Management System

Centralized physical plant maintenance.

Incremental Cost:

\$3,657,331
TOTAL

Initiative Description:

- Replace end of life Benchmate program
- Centralized management and reporting of maintenance activities and records
- AIC access for data entry

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Central management of physical plant maintenance

Other Expected Business Benefits:



Supported cloud-based system accessible via AIC Network

Initiative Category:



CIO comments:

Replace the Benchmate standalone application that is no longer supported.

Risks:

- AIC access outside the AIC Network
- Migration of data from Benchmate
- Organizational changes needed for centralized management

Dependencies:

- None

Project Team

- Business Sponsor: Thom Martin
- IT Sponsor: Donald Pack
- PM: TBD



11. Institution Staff Deployment System Replacement (ISDS)

Managed institution staff scheduling.

Incremental Cost:

\$2,185,000
TOTAL

Initiative Description:

- Replace end of life custom developed ISDS system
- Cloud-based solution
- Modern analysis and reporting capabilities

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Staff scheduling in institutions performed on modern cloud system

Other Expected Business Benefits:



Capabilities for analysis and reporting

Initiative Category:



CIO comments:

Replace the current VB6 based ISDS.

Risks:

- Integration with Workday and State payroll system
- Complicated scheduling requirements

Dependencies:

- None

Project Team

- Business Sponsor: Rob Persson
- IT Sponsor: Donald Pack
- PM: TBD

12. EDI & B Aware Hiring

IT recruitment and hiring reflects the agency commitment to DEI.

Incremental Cost:

\$0
TOTAL

Initiative Description:

- Recruiting to bring in diverse candidate pools
- Hiring process reflecting our diversity and projecting our inclusiveness
- All aspects of the process examined through the lens of the agency DEI commitment statement

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
▶																			

Primary Business Benefits:



IT unit strong in diversity and cohesion

Other Expected Business Benefits:



Many and varied points of view when solving problems



Staff retention due to feelings of inclusion and belonging

Initiative Category:



CIO comments:

IT embracement of EDI&B and incorporating it into hiring.

Risks:

- Resistance to change
- Complexities of reaching all possible candidates

Dependencies:

- None

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

13. Project Portfolio Management

Managed project intake, prioritization, tracking and reporting.

Incremental Cost:

\$50,000
TOTAL

Initiative Description:

- Application to manage and report the project portfolio
- Capture intake and prioritization
- Simple to understand dashboard of the high priority projects

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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Primary Business Benefits:



Manage the agency project portfolio

Other Expected Business Benefits:



Tracking and reporting of projects



Facilitate ITGC portfolio work

Initiative Category:



CIO comments:

Manage the diverse portfolio of agency projects.

Risks:

- Time consuming entry and maintenance of information
- No integration with EIS PPM tool

Dependencies:

- None

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

14. COOP Disaster Recovery and Business Continuity

IT disaster recovery plan that supports the business continuity planning.

Incremental Cost:

\$0
TOTAL

Initiative Description:

- Application to manage and report the project portfolio
- Capture intake and prioritization
- Simple to understand dashboard of the high priority projects

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Agency BCP functions as intended

Other Expected Business Benefits:



IT disaster recovery planning in place and up to date



Coordinated development between IT and business

Initiative Category:



CIO comments:

Ensure we have everything in place to support the agency BCP.

Risks:

- IT DR not kept up to date with BCP changes
- DR not tested as enabling planned BCP

Dependencies:

- Agency COOP plan

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

15. Project Management Framework

Defined processes, tools, and best practices to effectively initiate, plan, execute, monitor, and control projects.

Incremental Cost:

\$50,000
TOTAL

Initiative Description:

- PMBOK based framework
- Consistent with EIS oversight framework
- Incorporate industry best practices

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Successfully managed projects

Other Expected Business Benefits:



Consistency of process and deliverables



Improved estimating and efficient use of resources

Initiative Category:



CIO comments:

Need policy and a defined framework to increase maturity in the PMO.

Risks:

- Not flexible enough to be adapted to different projects

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

16. Six Sigma Implementation (Process improvement)

Improved product and service quality, enhanced customer satisfaction, and increased operational efficiency.

Incremental Cost:

\$55,000
TOTAL

Initiative Description:

- Six Sigma training and certifications for IT staff
- Improvement of fundamental processes and services
- Utilize on projects to help business improve processes

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Improved services and processes

Other Expected Business Benefits:



Process improvement mindset



Utilize to work with business to improve their processes

Initiative Category:



CIO comments:

Good training to use to improve IT processes and can leverage to use on projects to improve business processes as well.

Risks:

- Time to document and improve IT products and services
- Could be resistance to changing processes

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

17. Cybersecurity Program

Comprehensive set of policies, processes, and technologies to protect the agency digital assets and sensitive data from threats, breaches, and unauthorized access.

Incremental Cost:

\$100,000

TOTAL

Initiative Description:

- Extends cybersecurity beyond that provided by CSS
- Partner with CSS and other agencies
- Forensic tools and procedures

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Working with CSS to create complete cybersecurity protection

Other Expected Business Benefits:



Complete forensics on staff and AIC devices



Cooperation with local, state and federal cybersecurity programs

Initiative Category:



CIO comments:

Partner with CSS to be working in collaboration.

Risks:

- Need to promote good working relationships with local, state and federal groups
- Complicated field and issues develop rapidly

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

18. ITIL Implementation (Services improvement)

Improved service quality, enhanced customer satisfaction, and increased efficiency.

Incremental Cost:

\$7,000
TOTAL

Initiative Description:

- IT training and certifications in ITIL
- Assess and improve IT services with ITIL practices

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



IT services designed and managed to industry best practice

Other Expected Business Benefits:



Structured approach to service delivery

Initiative Category:



CIO comments:

Implementing industry best practices in service delivery.

Risks:

- Organizational change can be challenging
- Finding the time to inventory all services, documents processes, and make improvements

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

19. Enterprise Architecture

Improved alignment, efficiency and informed decision-making using knowledge of agency architecture and industry trends.

Incremental Cost:

\$15,000
TOTAL

Initiative Description:

- Mapping of DOC data and business processes
- Research of technology trends and use in the Corrections domain
- Architecture Review Board to ensure agency alignment and with technology future state

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



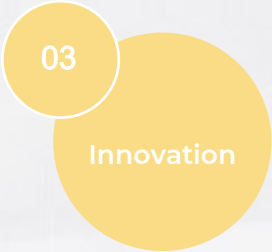
Comprehensive mapping and understanding of the data and business processes

Other Expected Business Benefits:



Innovative solutions to business problems

Initiative Category:



CIO comments:

Implement as part of the project intake process.

Risks:

- Very complicated practice
- Hard to find tools to document all architectural layers
- Differing methodologies in industry use

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD

20. Organizational Change Management

Improved employee engagement and increased project implementation success.

Incremental Cost:

\$8,000
TOTAL

Initiative Description:

- Engage employees in organizational change
- Increase employee acceptance of change

Project Timeline:

2024				2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



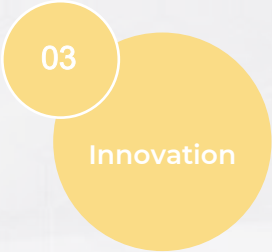
Successful acceptance of new technology changes

Other Expected Business Benefits:



Employee engagement and buy in to changes

Initiative Category:



CIO comments:

Ever increasing importance as the rate of technological change increases.

Risks:

- Finding time and effort to engage employees
- Can be complicated to find engagement strategies that work

Dependencies:

- TBD

Project Team

- Business Sponsor: TBD
- IT Sponsor: TBD
- PM: TBD