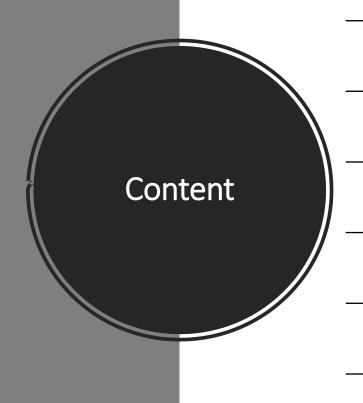# DOC IT Strategic Plan

Foundation for Future

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AGENCY MISSION, VISION AND GOALS

The mission of the Oregon Department of Corrections is to protect communities, promote accountability, and transform lives.

- **Vision:**
- Valuing Employee Wellness
- Engaging Employees
- Operating Safe Facilities
- Implementing Innovative Business Practices
- Preparing Offenders for Reentry
- Partnering with Our Stakeholders

Goals	Business Objectives and Initiatives (based on Destination 2026)
People and Skills	Attract and retain a diverse workforce with a passion for corrections
	Developing leaders
Employee Wellness	Statewide overtime reduction
	Partner with stakeholders
Corrections Outcomes	No new victims are created
	Optimize special housing beds
	Agency is prepared for emergencies and natural disasters
	Providing mental health, medical and dental care
	Central data management
	Modern tools and technology are in place – AICNet, CIS and others
Re-Entry & Supervision	Programs and work opportunities offered
	Providing educational and vocational programs

AGENCY DRIVERS

Key Strategic Drivers Identified from the Agency's Mission, Vision, and Goals:

Employee Wellness 🟢
• Enhancing staff development and promoting employee wellness
• Providing targeted training and minimizing staff overtime
• Leveraging modern tools and technologies to increase operational efficiency and reduce overtime

Corrections Outcomes 🟠
• Streamlining operations to improve outcomes
• Ensuring safe facility environments
• Delivering comprehensive healthcare services to AICs (Adults in Custody)
• Facilitating timely and easy access to data for ongoing program and operational evaluation
• Strengthening business continuity planning

Re-entry and Supervision 🟣
• Supporting effective re-entry and supervision initiatives
• Providing impactful programs and work opportunities for AICs
• Fostering collaborative partnerships with stakeholders, including other agencies, NGOs, and community corrections

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50+, mostly on outdated platforms with high maintenance cost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.
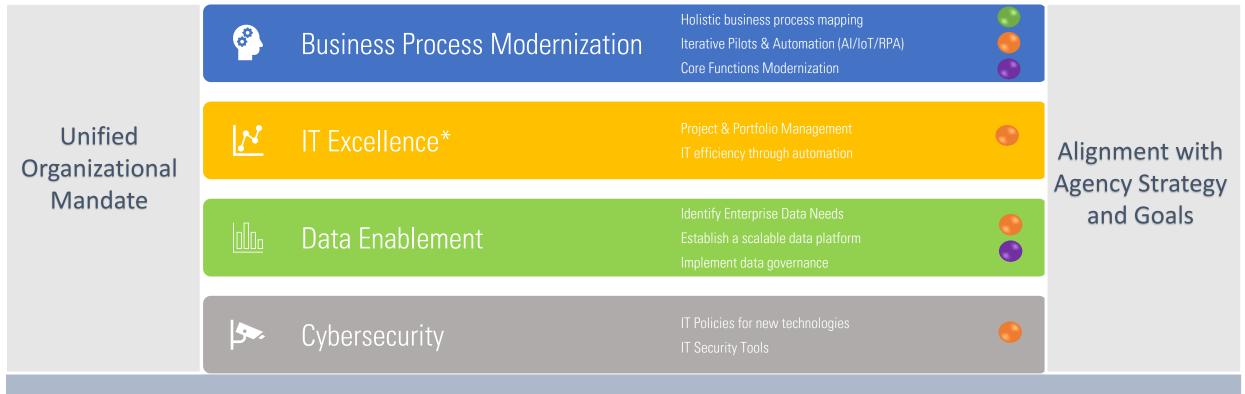
The proposed IT strategy, goals and priorities aim to strengthen synergy among all stakeholders, establishing a robust technological foundation that strategically leverages innovation to support DOC's objectives and ensure enterprise-wide alignment.

DOC IT STRATEGY

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

IT strategy integrates with DOC's goals, enhancing operational capabilities and driving mission-critical outcomes effectively

Unified Organizational Mandate

Business Process Modernization
- Holistic business process mapping
- Iterative Pilots & Automation (AI/IoT/RPA)
- Core Functions Modernization

IT Excellence*
- Project & Portfolio Management
- IT efficiency through automation

Data Enablement
- Identify Enterprise Data Needs
- Establish a scalable data platform
- Implement data governance

Cybersecurity
- IT Policies for new technologies
- IT Security Tools

Alignment with Agency Strategy and Goals

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

● Employee Wellness   ● Corrections Outcomes   ● Re-Entry & Supervision

*Improving internal IT efficiencies is critical to enabling greater focus on business-aligned initiatives, will also help with modernized infrastructure to support effective operations

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IT STRATEGIC PRIORITIES AND GOALS

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

Priorities	IT Goals	
Business Process Modernization	Partner with business to iteratively improve and modernize business processes through technology adoption	🟠 🟢
	Implement at least 2 high value use case of AI/GenAI/RPA/IoT – Target End of 2026	🟠 🟣 🟢
	Prepare business case for CIS (Corrections Information System) Modernization – Target Mid 2026	🟠
	Continue to deliver mission critical projects (EHR, ISDS, CMMS, Split Billing) – Through 2026 & 2027	🟠
IT Excellence	Continue to strengthen Project and portfolio Management - Target end of 2026	
	Continue to implement Telephone, Fax, Radio, Network modernization - Ongoing	🟠
	Comprehensive Technical Architecture Assessment – Target End of 2026	🟠
	Establish a scalable and agile technology foundation – Target End of 2027	🟠
	Improve IT operational efficiency through adoption of new tools and technologies - Target Mid of 2027	🟠 🟣 🟢
Data Enablement	Build a robust data infrastructure to support enterprise-wide data enablement – Target Mid 2027	🟠 🟣
	Implement Data Governance – Target Mid 2027	
	Establish Data as a Service – Target End of 2027	🟠 🟣
	Iteratively create division specific analytics for better decision making – Through 2027 & 2028	🟠 🟣
Cybersecurity	Enhance cybersecurity posture and compliance by implementing automation – Target End of 2026	🟠
	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	

🟢 **Employee Wellness**   🟠 **Corrections Outcomes**   🟣 **Re-Entry & Supervision**

ROADMAP FY25 (JUL'25-JUN'26)

01 Business Process Modernization

	Q1	Q2	Q3	Q4
1. Electronic Health Records (EHR)				
2. ISDS (Institution Staff Deployment System) Replacement				
3. CMMS (Computerized Maintenance Management System)				
4. Split Billing				
5. Six Sigma Training				
6. Evaluate quick win uses cases, pilots and implementations (AI/RPA focused)				
7. Business Process Mapping				
8. Start Preparing business case for CIS Modernization				

02 IT Excellence

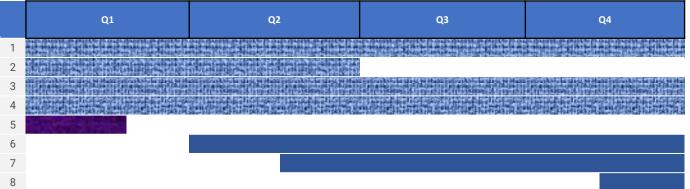|	Q1	Q2	Q3	Q4
1. Continue to implement Telephone, Fax, Radio, Network modernization projects				
2. Continue to mature Project and Portfolio Management				
3. Service desk automation, chatbots and efficiency				
4. Leverage AI for Code and test automation				
5. Comprehensive Technical Architecture Assessment				
6. Evaluate and Implement an ITSM replacement for SCSM				
7. Staff Training on AI, GenAI, RPA, Cybersecurity				

03 Data Enablement
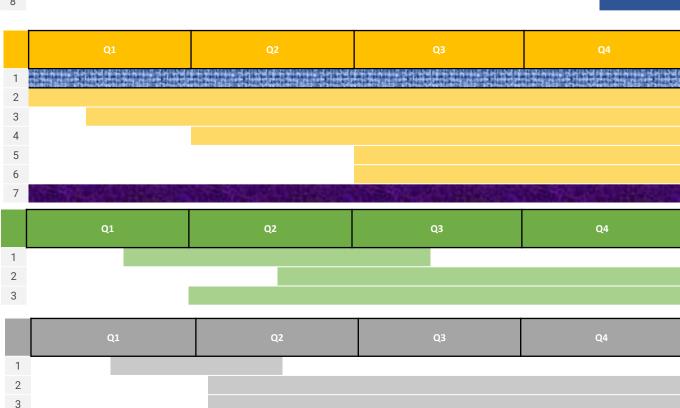
	Q1	Q2	Q3	Q4
1. Identify Enterprise Data Needs				
2. Establish a scalable data platform (move out of SAS)				
3. Implement Data Governance including Data Catalogue and Policies				

04 Cybersecurity

	Q1	Q2	Q3	Q4
1. Update and Create policies – AI, GenAI, IoT, RPA and others				
2. Implement IT Security Tool/s (TBD)				
3. Enhance security of ODOC Active Directory system				

Approved Projects | **Trainings** | **Tech Foundation Initiatives**
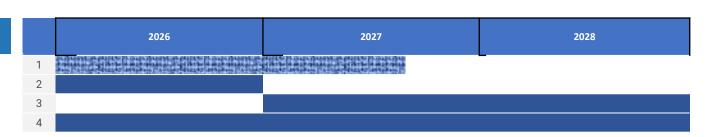
ROADMAP – LONG TERM

01 Business Process Modernization

	2026	2027	2028
1. CMMS (Computerized Maintenance Management System)			
2. Business case for CIS (Corrections Information System) Modernization			
3. CIS Modernization Kickoff and Implementation (if funded)			
4. Continue other business process modernization (RFID, IoT, Audio/Video)			

02 IT Excellence

	2026	2027	2028
1. Continue to implement Telephone, Fax, Radio, Network modernization projects			
2. Continue to mature Project and Portfolio Management			
3. Modernize H/W & S/W leveraging technologies (improve efficiency and cost)			
4. IT Financial Management			
5. Cloud Migration and APIs			
6. Evaluate and Implement an ITSM replacement for SCSM			
7. Staff Training on newer technologies			

03 Data Enablement

	2026	2027	2028
1. Enable Division Specific Analytics			
2. Establish a scalable data platform (move out of SAS)			
3. Establish Data as a Service			
4. Create division specific analytics			

04 Cybersecurity

	2026	2027	2028
1. Modernized Cybersecurity and Risk Management Program			
2. Biennial cybersecurity remediation			

Approved Projects | **Trainings** | **Tech Foundation Initiatives**

2025 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
Public Records Management System (PRMS)	Streamline public records requests by automating workflows, enabling online payments, improving document access, reducing duplicates, and ensuring litigation hold tracking	Increase on-time responses by upto 30%, enable online/credit card payments for most requests, reduce duplicate requests and tracking time by up to 25%, and implement litigation hold tracking
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
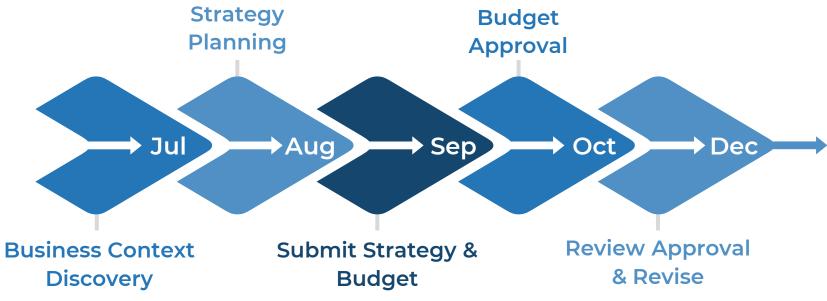
The IT Strategic Plan Executive Presentation will be developed, then approved by the agency Executive Team and Enterprise Information Services. The plan will be shared with the Legislative Fiscal Office and posted for the public.

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 2025
IT Strategic Plan Finalization	Director and Deputy Director	Plan Endorsement	May 2025
IT Strategic Plan Socialization	Staff	Share IT Strategy plan with DOC Staff	Jun 2025

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.

Strategy Planning

Budget Approval

Jul → Aug → Sep → Oct → Dec

Business Context Discovery

Submit Strategy & Budget

Review Approval & Revise

	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 **A**ccountable
Consulted **I**nformed

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