



CORRECTIONS
TECHNOLOGY
ASSOCIATION

The Gateway to Innovation
St. Louis, MO

Building a Foundation: Innovative Implementation

IDOC & KPMG : 06/14/2022



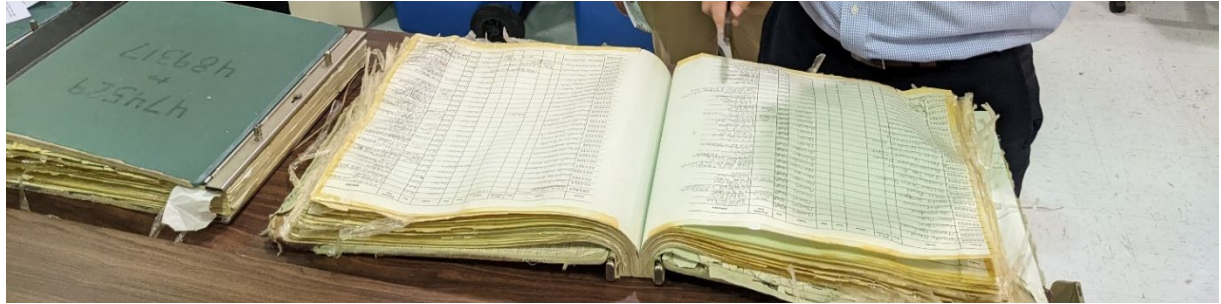


Does this look like your desk?





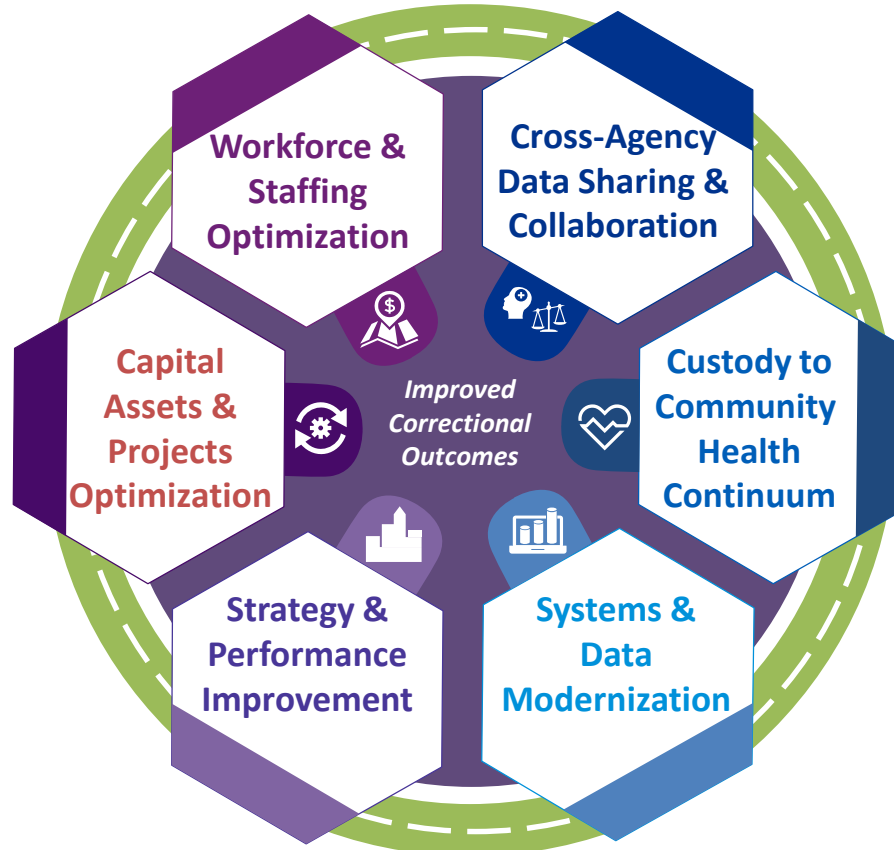
Still have these?





Need for innovation

Modernizing and transforming corrections involves strategy, policy, business processes, technology, workforce, infrastructure, collaborations, and other disciplines.





Preparing for the future

Correctional agencies will continue to be asked to do more, with less. Transformation and modernization can help us prepare.

Current Corrections Technology



- Outdated technologies with limited capabilities
- Multiple tools with limited integrations
- Redundant & manual processes, increasing risk to data accuracy & security
- Costly upkeep and maintenance with “up time” limitations

Opportunities



- Centralized processes, integrated with other State tools
- Single source of truth for critical data
- Modern user interface and improved experience
- Customizable access controls
- Realtime report generation
- Reduction in on-prem server costs
- Improved data security

Future of Corrections



- 360 degree view of offender care
- Cloud based infrastructure allowing for regular updates & reduced risk
- Real time information critical to health & safety of offenders & staff
- Tools & processes that allow for improved partnership across DOC



Indiana's Journey

IDOC set out to transform itself and its operations through several key initiatives. One initiative is a modern Offender Management System (Project Delta).

IDOC Goals

- Enhance business continuity
- Web-based access for enhanced usability
- Eliminate duplicate data entry, maintenance, and reduced data entry errors
- Improve data analysis and executive decision making
- Reduce processing time
- Reduce annual cost of ownership
- Align with Governor Holcomb's objectives
- Enhance accuracy for sentencing, classification, changing business needs, legislative changes and legal changes
- Streamline case management across the agency
- Improved offender outcomes



More than just technology

For IDOC, technology is a catalyst for systemic change, enhancing operational efficiency, organizational culture, and offender outcomes.

People

Safe, Productive, Engaged

Processes

Efficient, Enabled, Measured

Programs

Aligned, Effective, Evidenced

Populations

Safe, Supported, Managed

- **“Are we doing the right things in the right ways?”** For example, casting existing or historical practices into a new Offender Management System.
- Move beyond “We’ve always done it this way.” Leverage innovative and leading practices derived from data driven insights and analysis.
- Analyze processes in the context of a broader operating model and fiscal/operational constraints, not just recreating what was done in the past.
- Organize insights into an actionable roadmap and prioritized recommendations.
- Result: Higher return on investment, more efficient and effective operating practices, often lower costs, improved safety, and improved offender outcomes.



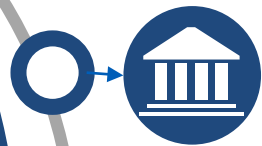
A traditional approach

“All eggs in one basket” strategy. The state engages a vendor to perform all system integration activities. Technology is the driver, rather than the business.

Traditional System Implementation

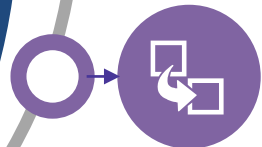


Centers program success on functioning technology with success criteria established and determined by the DDI vendor



Corrections Department

Provides executive sponsorship, vendor and contract management, program governance and oversight. Secures funding and procurement, identifies requirements and participants in vendor selection before serving as client project team.



System Integrator (Solution) Vendor

Conducts system design, development, and implementation. Drives overall system architecture and design, conducts project management, determines scope of configuration, runs risk assessments, organizational change management, training, testing, and other consulting services.

Traditional Challenges

- Challenged procurements and purchasing decisions
- Systems and processes designed to the SI vendor, not the department
- Lack of program management and governance
- Too large of focus a strictly on technology and loss of sight into people considerations
- Poorly executed testing and problem resolution



A fresh perspective

A “checks and balances” strategy. Provides a more rounded approach to a complete business transformation.

Complete Organizational Transformation

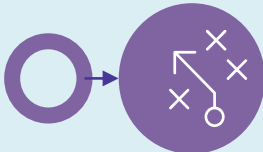


Centers on creating balance between each party in achieving complete business transformation.



Corrections Department

Provides executive sponsorship, vendor and contract management, program governance and oversight. Secures funding and procurement. Focuses on decision making rather than detailed project management. Provides leadership presence in driving organizational change.



Transformation Advisor

Advises and supports State on all aspects of the transformation and provides other consulting activities to support a business driven modernization and measurable success.



System Integrator (Solution) Vendor

Conducts system design, development, and implementation. Supports system testing, manages defect resolutions, and develops training based on state needs and strategy.

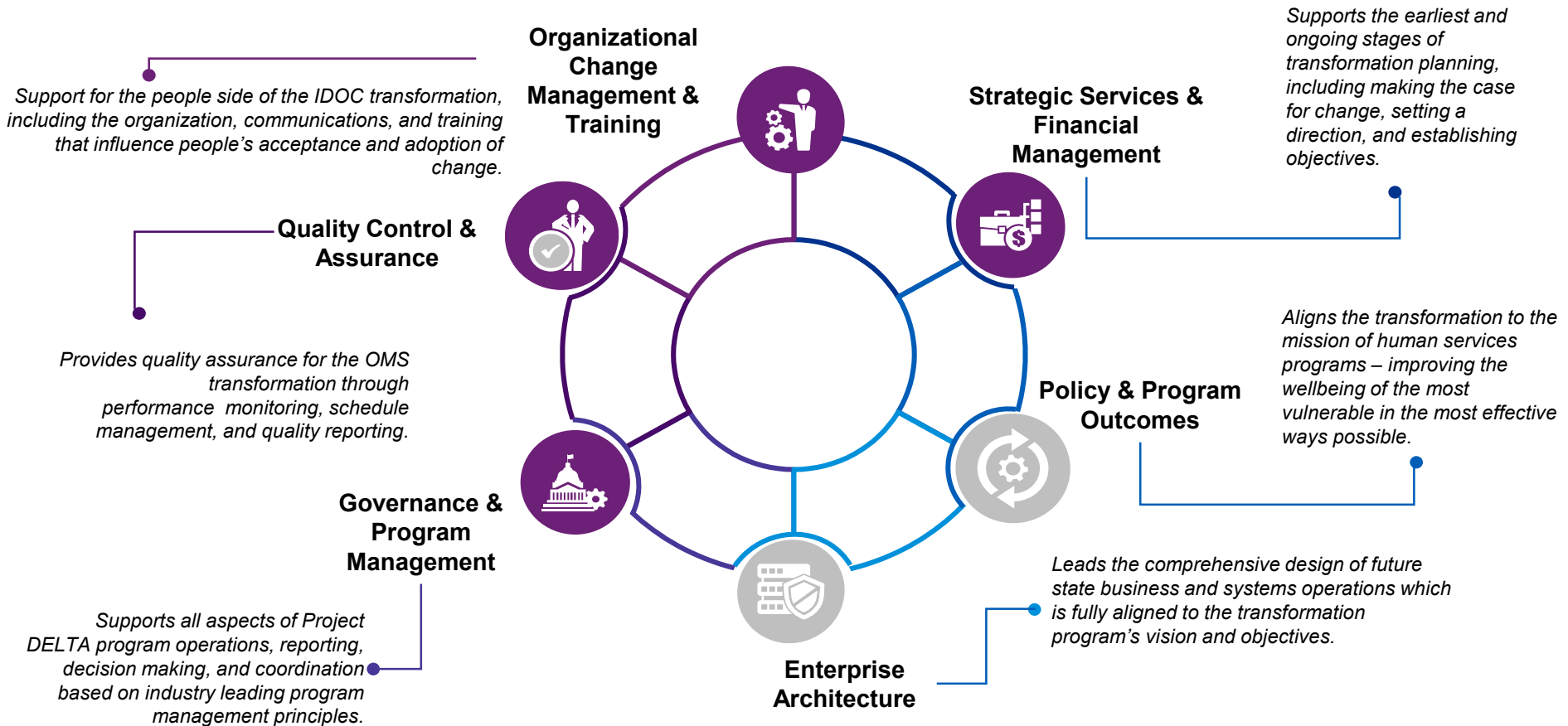
TAS Value Proposition

- More effective procurements based on the requirements of your organization’s architecture
- Vendor selection support based on known business workflow transformations beyond just technology from an independent advisor
- Provides insight on specific needs and functionalities of future Corrections expectations
- Independent program and organizational change management
- Provide wide success measurement, from technology to people and performance



Enterprise Transformation Approach

IDOC sought support for their transformation, including PMO, QA, OCM/Training, and Testing support.





Sample transformation activities

Where correctional agencies may need help in their transformation.

Enterprise Architecture Development

- Map current state business workflows & help establish future state design
- Integration (or coordination) with other systems
- Service Oriented Architecture and roadmap



Project Management & Governance

- Tactical, day-to-day project management
- Risk and issue management
- Requirements and contractual traceability
- Project scheduling



Organizational Change Management

- Stakeholder engagement
- Training
- Communication and awareness for employees
- Culture shift
- Adopting new ways



RFP Development & Support

- Requirements definition
- Proposal development
- Options for enhancing accountability and performance
- Contractual obligations (e.g., SDLC processes and artifacts)



Vendor Selection

- Scoring criteria
- Business and technical evaluation
- Risk identification



Quality Control & Assurance

- Deliverable reviews
- Oversight
- Testing
- Escalation
- Reality check





Each transformation is unique...

What are key success factors for an Offender Management transformation?

Building Trust with Employees

Tap into employee knowledge and insight when deploying modern Offender Management tools. **Giving them a voice**, asking them to help inform the configuration and design will **build trust** and **buy-in**.

Maximizing Adoption and ROI

Design a **human centered change** and **learning** experience, critical to helping employees **navigate** their transformation journey **before** and **after go live**.

Building strong relationships with partners

Drive **coownership** across your agency and implementation partners, through **program management** and **change management** activities to facilitate smooth deployments and yield desired business results.

Creating Sustainable Solutions Long Term

Design the right future state solutions to help **maximize** opportunities to improve upon business workflows while **minimizing change fatigue** of employees.

Providing Portfolio level Governance

Establish a fit for purpose governance model to provide **structured & consistent oversight and QA** while aligning and **integrating** with **existing methodologies** used by the Department.



Establish sound program management & governance



Drive business alignment



Create the right Change Journey throughout



Manage quality control from initiation through project completion





...and stakeholders require tailored change management...

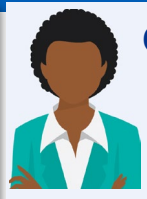
For an Offender Management transformation, the degree of change and required support will differ based on each team member’s function and role. Based on what we know about the Corrections space, we’ve developed some sample personas to illustrate our role based approach in helping staff understand how they fit into the future state and their change journey to get there.



Department Leadership
Ideal Experience:
 Consulted, informed, efficient, and relevant

- Common Anxieties**
- “Everyone knows the way we do things is not efficient – we have a lot of workarounds in order to get the information we need. But we have been doing it for years; it works.”
 - “We need to deliver results by driving growth and business value across all parts of our company – not just introduce new technology.”


- Potential Engagement Activities**
- Develop guiding principles, a case for change & leadership alignment activities to help chart a clear path forward
 - Provide early access to demos, training scenarios, to increase comfort with the new processes and system functionality



Central Office Staff
Ideal Experience:
 Empowered, aligned, confident

- Common Anxieties**
- “I work in several systems daily and the tool I’m using does what I need it to do. This transformation may be more of a burden than a benefit.”
 - “I need to champion this to those I work with, but I’m still apprehensive. Most of us have been using the same tools & business processes for more than a decade.”

- Potential Engagement Activities**
- Provide input on how we are approaching change for your teams
 - Demos and experience sessions to learn more about the synergies that a new tool can help support
 - Drive crossfunctional conversations to articulate the case for change and provide feedback on behalf of your teams



Facility Staff
Ideal Experience:
 Informative, tailored, supported

- Common Anxieties**
- “No one took the time to understand what I do and how I feel. Department leadership & central office keep talking about how the new tool will make us more efficient, but I don’t know what that truly means to me.”
 - “Once we transition to the future state, I will be expected to take on additional responsibilities and will be assigned tasks that I don’t typically work on today.”

- Potential Engagement Activities**
- Participate in sessions to provide personal input on design, readiness, engagement and adoption
 - Engage in experience sessions to see firsthand the benefits of the tool throughout the development process
 - Participate in end to end process training related to how they do their role in the new tool, including crossfunctional alignment





Realized outcomes

Through transformation, correctional agencies have experienced tangible results.

People

Safe, Productive, Engaged

Diagnosed and transformed workforce management at various State/County DOCs, including new strategies for workforce mix, workload leveling, and staffing/scheduling optimization, resulting in...

10-15% productive hours saved by correctional officers in overtime

Processes

Efficient, Enabled, Measured

Analyzed operations, digitized workflows, assured quality, and managed change for offender management systems modernization programs at various State/County/City DOCs, resulting in...

5-10% productive hours to be reinvested by correctional and administrative staff

Programs

Aligned, Effective, Evidenced

Examined program alignment, analyzed historical program performance, and streamlined program delivery for educational/vocational/rehabilitative programs in custody and community, resulting in...

Nearly 1,000,000 days of good time awarded to offenders and parolees

Populations

Safe, Supported, Managed

Delivered data tools to automate high utilizer and overall population analytics, and piloted/scaled improved access to custody and community-based programs, resulting in...

5x more offenders diverted and 20-30% more behavioral health encounters



Open Discussion

