

CDCR uses Troux to Reduce Complexity, Control Costs and Speed Decision-Making

Public safety is the number one objective of the California Department of Corrections and Rehabilitation (CDCR), one of the largest government correctional institutions in the country. With approximately 50,000 employees and 245,000+ inmates and parolees, it was evident to CDCR's Director, Enterprise Information Services (EIS), Joe Florino that the EIS team could be central to supporting this mission.

Florino recognized early that an Enterprise Architecture (EA) could convert the Department's IT investment into a strategic differentiator. He embarked on an EA program using Troux and is already seeing positive returns. CDCR is benefiting from accelerated decision-making based on real-time data linked to the Department's objectives and new initiatives that reduce spending, minimize risk, and maximize agility.

Not Business as Usual

The State of California, like many governments around the world, had been financially disadvantaged for some time due to state budgetary constraints. As California's largest state department, CDCR is continuously under pressure to streamline operations and more tightly control costs.

This made it even more challenging for Florino to manage the consolidation of multiple departments in the mid-2000s. The EIS team found itself governing and managing thousands of data as well as a complex array of hardware and software with few enterprise procedures and a lack of enterprise-defined technology standards.

Siloes between programs across CDCR were duplicating efforts and expending platforms and applications based on local requirements, practices, redundant or partial data and no coordinated answers to all four questions, and exposed project monitoring and quality assurance. Lack of a structured hardware and software inventory hindered effective cost analysis and planning for consolidation, reuse or retirement.

Florino knew there had to be a better way. "We needed to take a hard look at our environment and create a baseline," said Florino. "We had to get our hands around what we were inheriting from the departmental consolidation and what we needed to support. That was the impetus to move forward, put a framework around this, and adopt a true Enterprise Architecture program for managing our IT assets."

That's when Caroline Bignow, Chief Enterprise Architect, partnered with Troux to expand EA into a mature strategic program. "EA needed a tool that allowed CDCR to strategically align IT investments with business strategies and functions, exposing new opportunities for CDCR," Bignow explained. Her goal was to have the CDCR EA Program recognized for strategic leadership. EIS has taken steps to operationalize and roll out strategic IT and business initiatives using Troux tools, and the implementation has already yielded impressive benefits.



BY THE NUMBERS

Adults: 245,000+ offenders, in prison and on parole

Facilities: 33 adult institutions, 47 camps, 3 prisoner mother facilities

Youth: 1,000+ juvenile offenders in 3 youth correctional facilities and 3 camps

Staff: Approximately 50,000 employees

Budget: \$5.25 billion

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