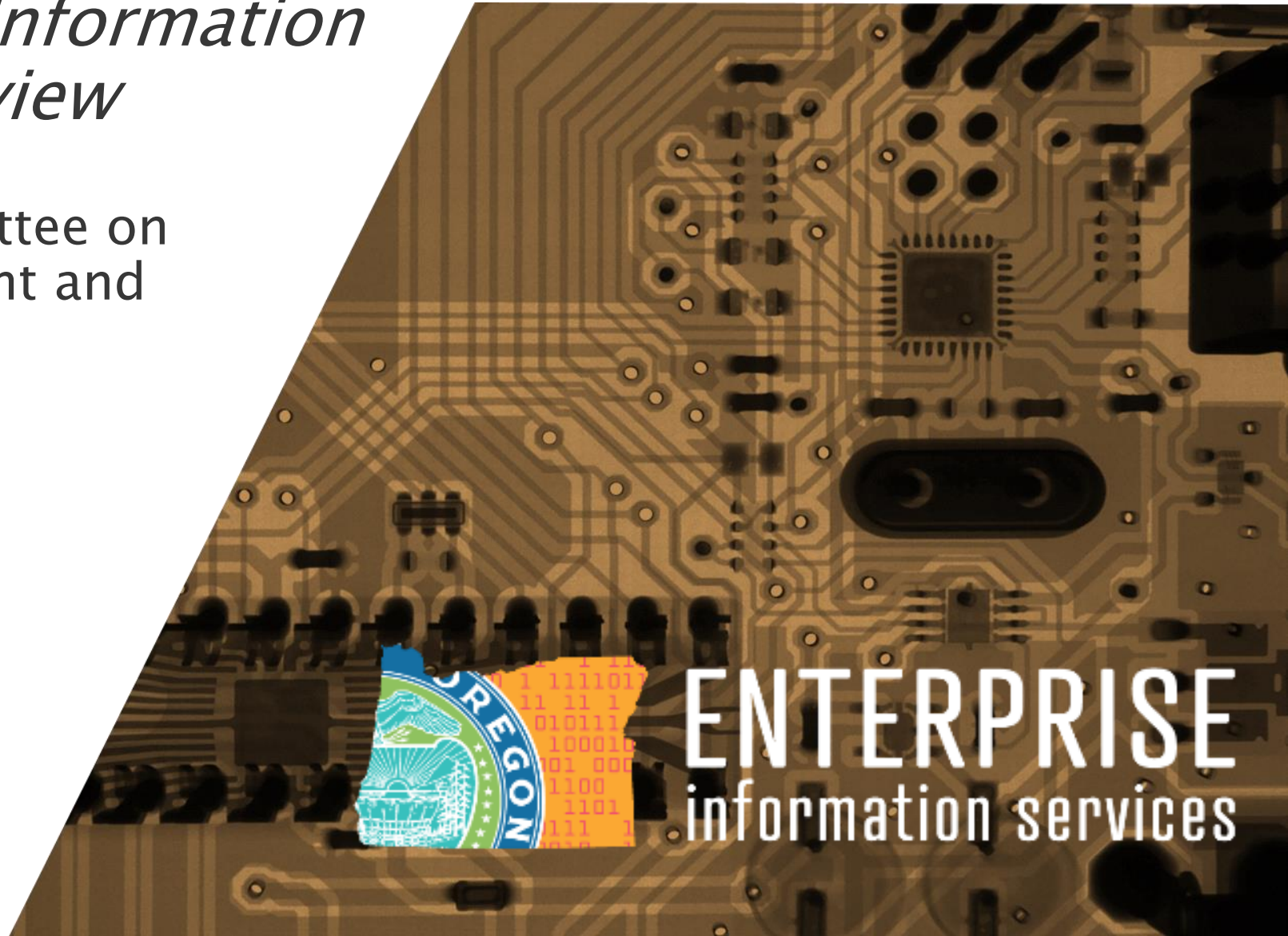# State of Oregon. *Information Technology Overview*

Joint Legislative Committee on Information Management and Technology

Terrence Woods & Jennifer Bjerke

10 February 2021

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State of IT. *Agenda*

03 February 2021 - State Information Technology Overview, pt. 1

- Public Sector IT - Current Trends
- Statewide IT Expenditures and IT Workforce
- 2020 Gartner Benchmark Studies
- EIS Overview
- *EIS Strategic Framework 2020-2023 – version 1.0* Mission, Vision, Values, Objectives and Recent Accomplishments
- Program Overview and Highlights

10 February 2021 - State Information Technology Overview, pt. 2

- Enterprise IT Governance
- Assistant State CIOs: Policy Area Modernization
- EIS Enterprise Projects
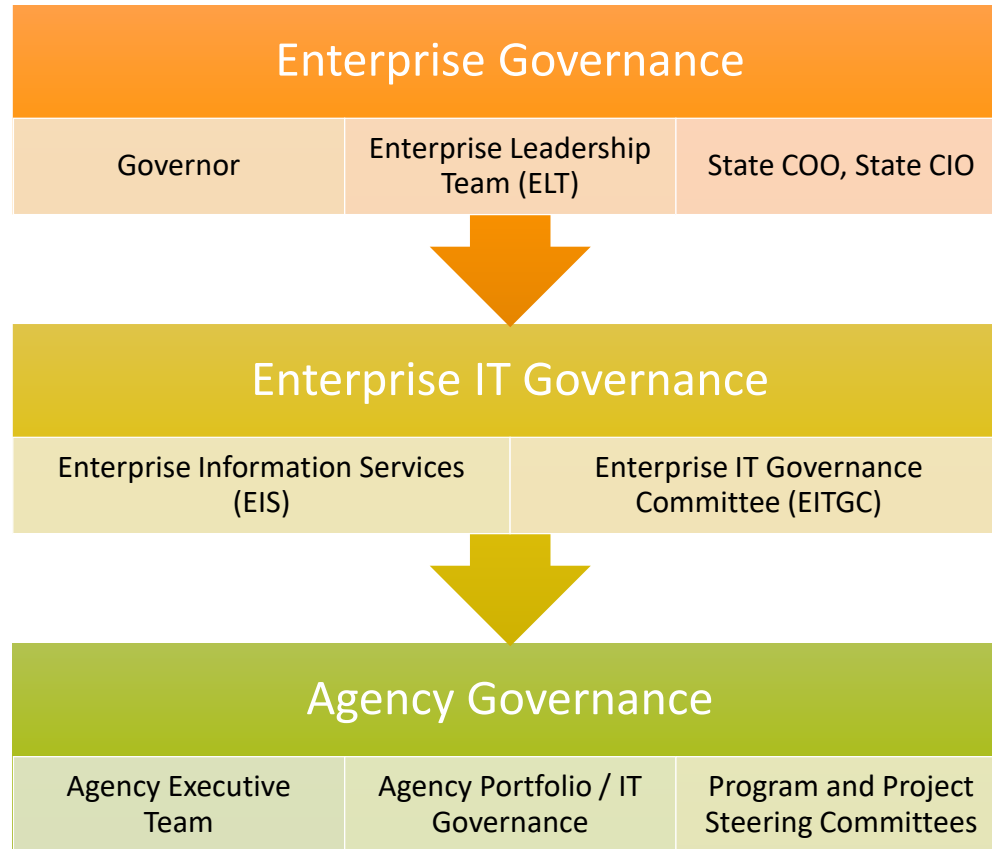- EIS Pandemic Support

Enterprise IT Governance

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Enterprise IT Governance. *Governance Tiers*

Enterprise Governance		
Governor	Enterprise Leadership Team (ELT)	State COO, State CIO

Enterprise IT Governance	
Enterprise Information Services (EIS)	Enterprise IT Governance Committee (EITGC)

| Agency Governance		
Agency Executive Team	Agency Portfolio / IT Governance	Program and Project Steering Committees

The Mission of the EITGC is to provide strategic guidance and recommendations to the ELT to inform and support the State's Enterprise IT Vision

EITGC Responsibilities
- Provide *recommendations* as requested by the *ELT*
- *Oversee* the activities of the *information technology governance committees* and ensure that timely decisions are made and feedback provided regarding issues and recommendations brought to the EITGC
- *Evaluate*, *prioritize* and *recommend* changes and/or additions to *enterprise systems*
- Review Quarterly Independent Quality Assurance Reports and make recommendations for corrective action as it pertains to *improving project(s) health*.

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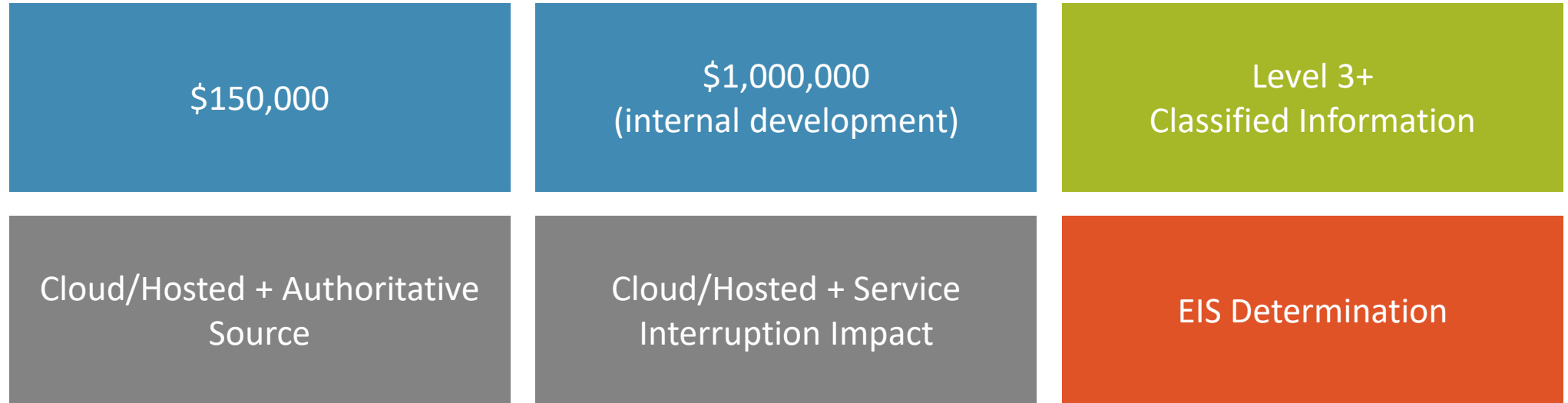# Enterprise IT Governance Committee. *Project Prioritization**
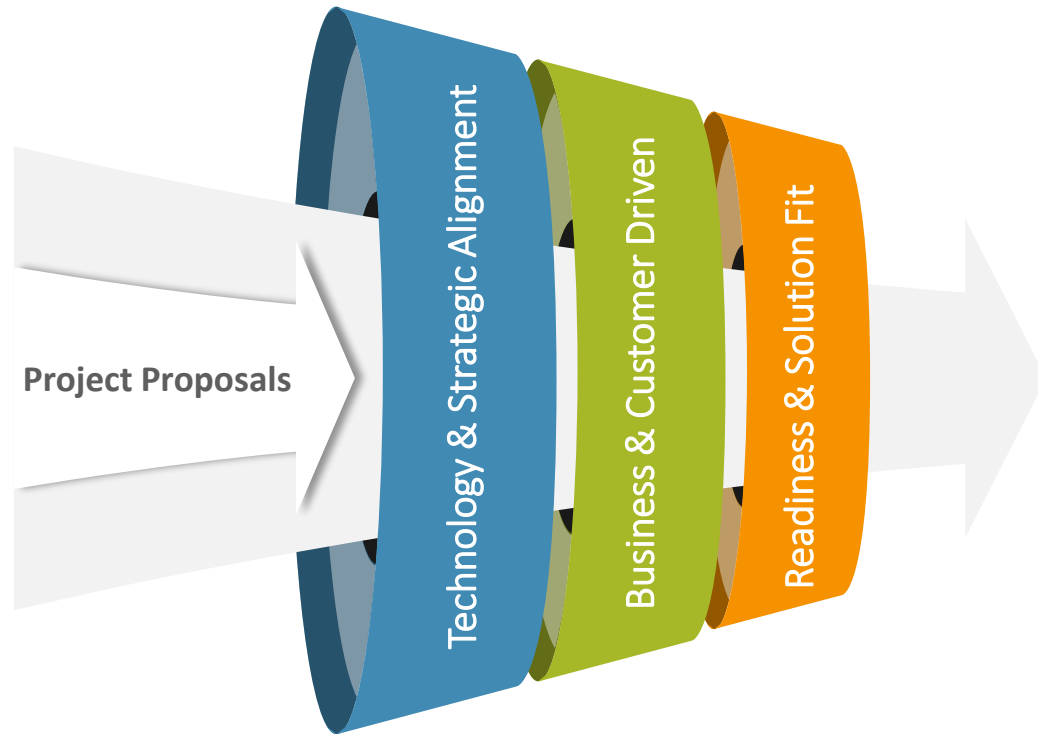
Technology & Strategic Alignment (35%)

- Alignment to Strategic Plans
- Diversity, Equity, Inclusion, and Accessibility

Business & Customer Driven Technology (25%)

- Customer-Centered Approach
- Business Process Transformation
- Investment Risk

Agency Readiness & Solution Appropriateness (40%)

- Organizational Change Management
- Solution Scale
- Capacity
- Governance Processes

*Conducted as part of the biennial budget development process to inform the development of the Governor's Recommended Budget.

Enterprise IT Governance. *Project Oversight Triggers*

$150,000	$1,000,000 (internal development)	Level 3+ Classified Information
Cloud/Hosted + Authoritative Source	Cloud/Hosted + Service Interruption Impact	EIS Determination

Policy: Information Technology Investment Oversight   107-004-130
Policy: Cloud and Hosted Systems   107-004-150
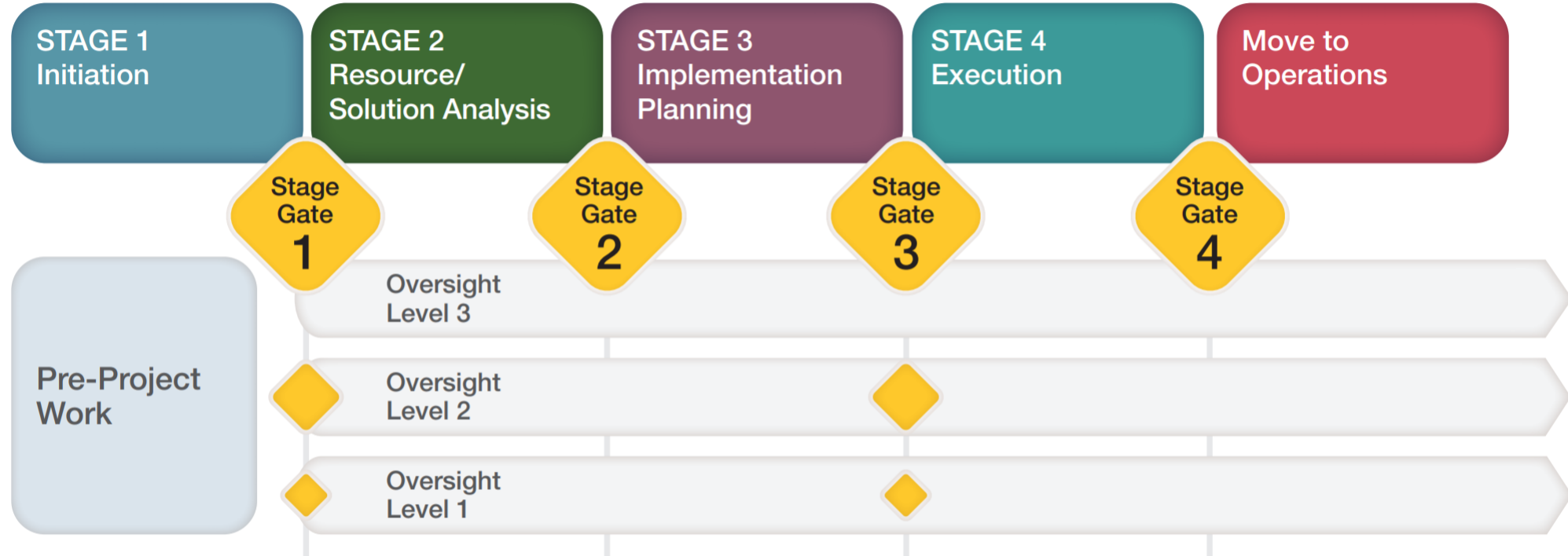Policy: Information Asset Classification   107-004-050
Policy: Independent Quality Management Services for Information Technology   107-004-030

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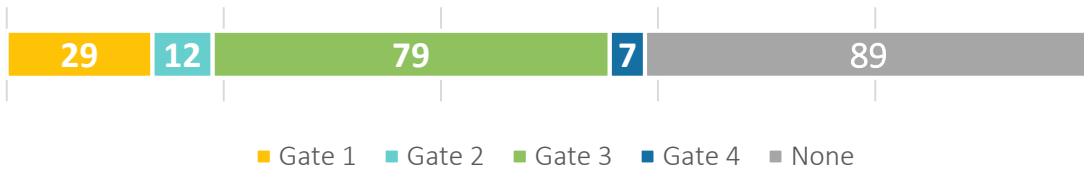# Enterprise IT Governance. *Stage Gate Oversight Model**

Statewide Project Portfolio. *As of January 2021...**

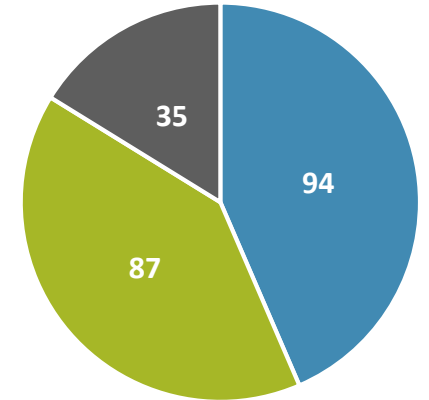Total IT project budget within the portfolio - *$1,383,909,181*
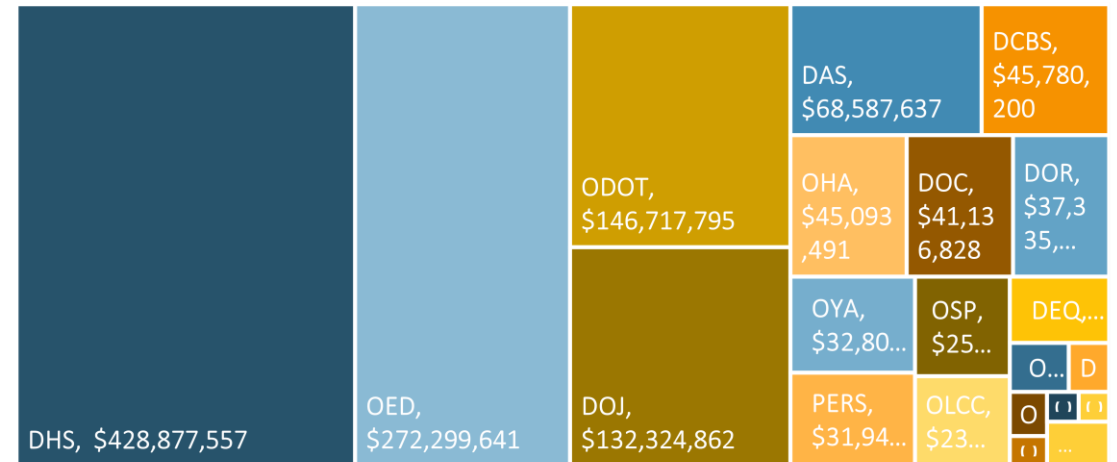
Budget by Policy Area

Policy Area	Millions
Transportation & Economic	$421.32
Public Safety	$257.22
Natural Resources	$32.61
Human Services	$480.24
Education	$8.87
Administration & Business Services	$183.64
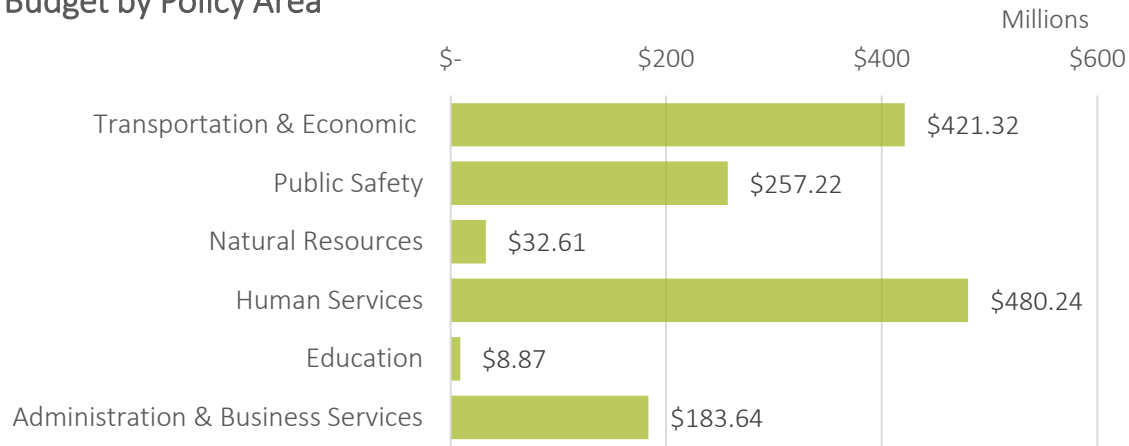
Projects by Stage Endorsement

Gate 1	Gate 2	Gate 3	Gate 4	None
29	12	79	7	89

Project Budgets

- Less than $1 million — 94
- More than $1 million — 87
- No budget information available — 35

Project Budgets by Agency

DHS, $428,877,557
OED, $272,299,641
ODOT, $146,717,795
DOJ, $132,324,862
DAS, $68,587,637
DCBS, $45,780,200
OHA, $45,093,491
DOC, $41,136,828
DOR, $37,335,...
OYA, $32,80...
OSP, $25...
DEQ,...
PERS, $31,94...
OLCC, $23...
O...
D

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ASCIOs. *Policy Area Teams – Roles and Responsibilities*

Assistant State Chief Information Officers (ASCIO) – 6 positions

- Operates as an extension of the State CIO within the six Policy Areas serving as an executive-level strategic advisor to connect agency operations and enterprise priorities in the building of cohesive modernization strategies
- Works with agency executives and CIOs on IT Strategic Plans that are aligned to business mission, modernization roadmaps, enterprise IT direction, and Governor's Office imperatives
- Delivers on EIS Strategic priorities and contribute to accomplishment of Governor's Action Plan

Project Portfolio Performance (P3) Senior IT Portfolio Managers (SIPM) – 6 positions

- Serves as senior-level strategists, consultants, coordinators and advisors in IT Governance, IT Investment Execution and IT Portfolio Management within the six Policy areas.
- Navigates portfolio management of IT projects and investments while ensuring compliance with statewide policies and enterprise IT objectives
- Identifies opportunities for shared services among agencies with common business needs and support successful implementation of enterprise solutions
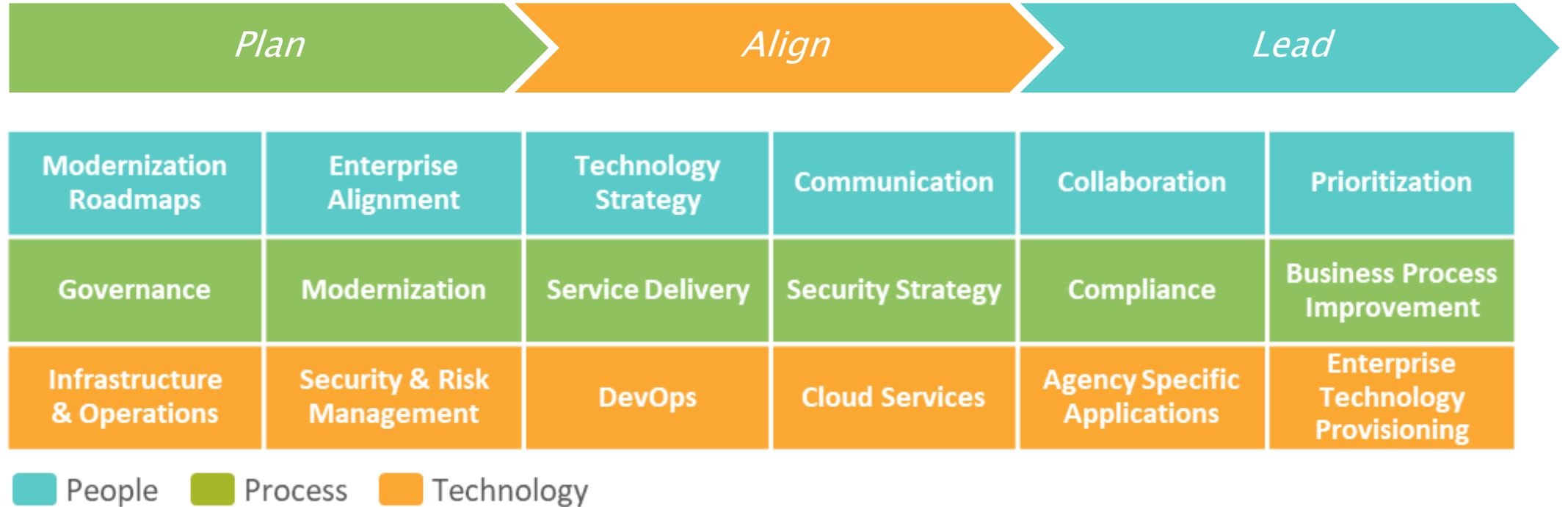
Project Portfolio Performance (P3) IT Oversight Analysts – 6 positions

- Ensures project management processes are used to manage risk and deliver quality through project endorsement and oversight
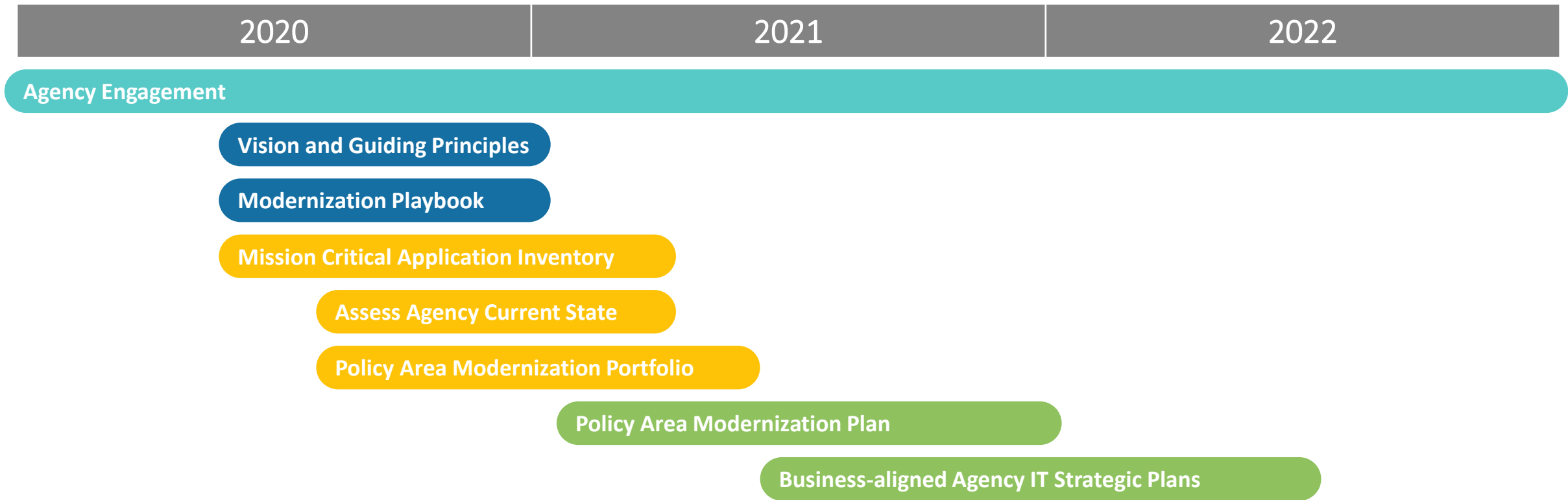
SB 5502 (2019) – "Package 805. Assistant State CIO Positions. This package increases Other Funds expenditure limitation by $1,240,296 and establishes six permanent full-time Assistant State CIO positions (3.78 FTE) to work on coordination and approval of Executive Branch information technology modernization plans. The positions are phased in over the course of the 2019-21 biennium with two starting October 1, 2019, two starting April 1, 2020, and the final two positions starting October 1, 2020.

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ASCIOs. *Alignment of Priorities*

Plan		Align		Lead	
Modernization Roadmaps	Enterprise Alignment	Technology Strategy	Communication	Collaboration	Prioritization
Governance	Modernization	Service Delivery	Security Strategy	Compliance	Business Process Improvement
Infrastructure & Operations	Security & Risk Management	DevOps	Cloud Services	Agency Specific Applications	Enterprise Technology Provisioning

People   Process   Technology

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ASCIOs. *High–Level Modernization Roadmap*

2020	2021	2022

Agency Engagement

Vision and Guiding Principles

Modernization Playbook

Mission Critical Application Inventory

Assess Agency Current State

Policy Area Modernization Portfolio

Policy Area Modernization Plan

Business-aligned Agency IT Strategic Plans

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ASCIOs. *Digital Transformation Journey*

Put people first and commit to digital transformation

Know where you stand and reimagine the customer experience

Modernize applications and build an integrated digital enterprise platform

- Plan at the enterprise level and develop long-term goals, while remaining focused on near-term tactical actions
- Embrace agile practices, empowered teams, and incremental delivery, generating quick wins and building momentum

EIS Enterprise Initiatives

EIS Enterprise Initiative. *Link Oregon Partnership*

- **Fiber Partnership.** Link Oregon was founded by EIS and the state's four research universities (OSU, UO, PSU and OHSU) to acquire existing fiber assets and establish a modern, high-capacity, middle-mile fiber network to serve the needs of Oregon's public and non-profit sectors

- **EIS Network Modernization.** EIS is leveraging the Link Oregon partnership to modernize the state network— enhancing connectivity, network speeds, and resilience

EIS Enterprise Initiative. *OR-Alert*

PREPARE → **RESPOND** → **RECOVER**

OR-Alert Vision – "Establish equitable access to a statewide system that enables state, county, local and tribal governments to issue timely, informative alerts, warnings, and notifications"

AWN Services

- Cascadia Subduction Zone Warnings
- Tsunami Warnings
- Large Public Events
- Geo-Location
- Emergency Evacuations
- Active Shooter
- Civil Unrest
- Mobile Device Alerts

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EIS Enterprise Initiative. *M365 Foundations**

Vision – Empowering employees to make Oregon a place where everyone has an opportunity to thrive, through a **user–friendly**, **reliable**, **secure** and **seamless** digital work environment—**anywhere**, **across** any state–issued **device**

The mission of M365 Foundations it to optimize IT investments through enterprise Microsoft licensing and to equip employees with modern productivity tools enabling:

- **Identity management** and **enhanced security**;
- **Cross-platform** and mobile use;
- Real-time internal and cross-agency **collaboration**;
- A single hub for **intelligent communications**;
- Asynchronous and **remote** work via chat, channels and video-conferencing; and
- The opportunity to **re-imagine the way we work**

AppLocker. Block unwanted and inappropriate apps from running
Device Guard. Device locked down to only run fully trusted apps
Application Virtualization (App-V). Simplify app delivery and management
Credential Guard. Protects user access tokens in a hardware-isolated container

Power BI Pro. Live business analytics and visualization
My Analytics. Individual and team effectiveness
Workforce Analytics. Team and Company wide effectiveness based on machine learning

SharePoint. Intranets, team sites and content management

Adv Threat Intelligence + Analytics + Protection. Protection from advanced targeted attacks and zero-day virus and malware
Adv Security Management. Enhanced visibility and control
Data Loss Prevention. Prevent sensitive data leaks

Intune. Mobile device and app management to protect enterprise apps and data on any device; i.e., MDM, SCCM and endpoint protection

Microsoft Azure AD

M365 Foundations

- Enterprise Global Address List (**GAL**)
- <first>.<last>@agency.**oregon.gov**
- Multi-factor Authentication (**MFA**)

MVP scope; includes Enterprise M365 Licensing (E5) and eDiscovery

Outside the scope of MVP and the current project; these capabilities may be deployed as part of future initiatives.

Available for agency use without deployment support from the M365 project team by request; includes Advanced eDiscovery

SB 5502 (2019) – "Package 804, Office 365 Consolidation. This package increases Other Funds expenditure limitation by $6,180,817 and establishes one permanent full-time position (0.88 FTE) to migrate all executive branch agencies to an OSCIO managed and secured Enterprise Office 365 system. This project should lead to the elimination of independently housed and managed email systems by state agencies within the executive branch, which should create savings in individual agency budgets. Moving all executive branch agencies will improve security by having one single active directory, allow for calendaring across agencies, create a single global address book, provide statewide video conferencing, and allow the state to get the best Office 365 pricing.

Budget Note:
The Office of the State CIO (OSCIO) shall implement a project to migrate all Executive Branch agencies to . . . Office 365 . . ."

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EIS Enterprise Initiative. *IT Service Management (ITSM)*

- **Current Scope.** Deployment of ITSM capabilities within EIS (*i.e.,* DCS and CSS) and DAS-IT
- **Solution Vendor.** Ivanti has been selected, contracts have been signed and a kick-off meeting was held on January 28th
- **Integration Services.** EIS has contracted with a systems integrator (SI) experienced in deploying Ivanti
- **Timeline.** A dedicated team has been established for the planned 6-9 month implementation
- **Long-term Vision.** Establishment of foundational capacities to enable enterprise IT asset management (ITAM) for Executive Branch agencies
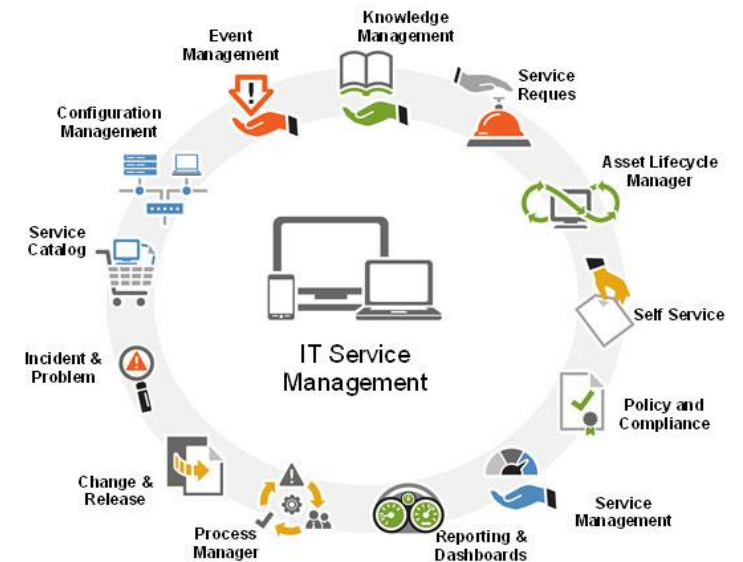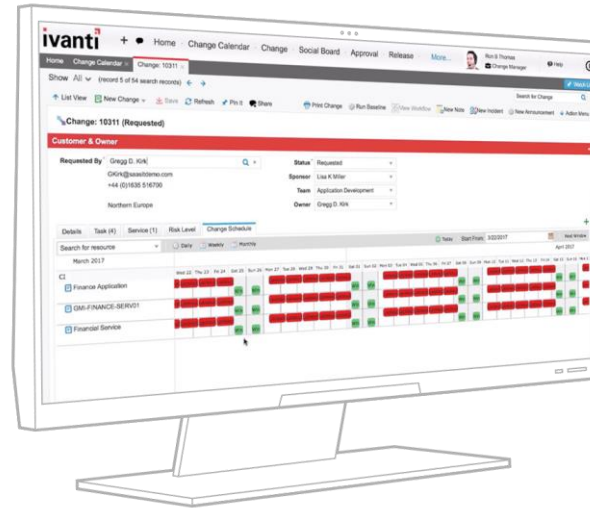
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EIS Pandemic Support

Pandemic Support. *Data Center Services*

Facilities

- State Fairground Auxiliary Hospital
- FEMA Staging Site buildout
- Oregon Emergency Management Support
- Employment Department – New Offices

IT Infrastructure

- Increased compute capacity for frontline agencies (OHA, OSP, DHS, OED)

Networking

- Increased network capacity to support additional staffing (OED, DHS)
- Governor's Mansion increased resiliency and communications

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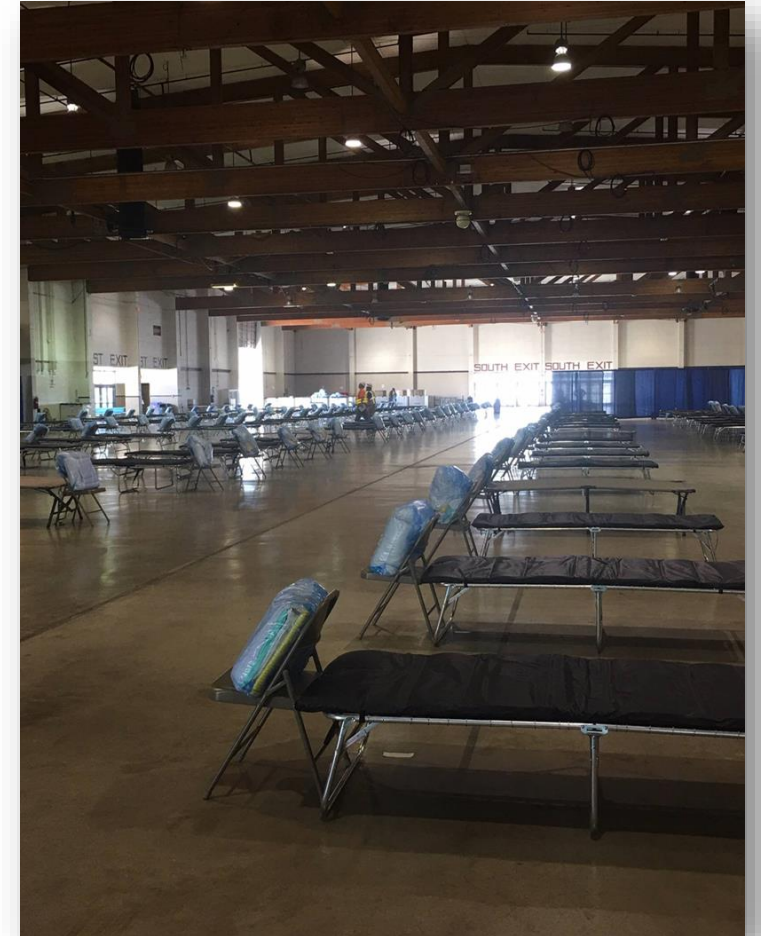
Pandemic Support. *Microsoft 365 (M365)*

Accelerated Migration and Deployment

- Accelerated migrations of 40+ agencies
- Implemented Coreview to support emergency work
- Finalized Enterprise Architecture
- Federation with DHS/OHA
- Assisted agencies with M365 apps deployment

Security

- Security Baseline Configuration
- Multifactor authentication (MFA) using Microsoft Authenticator

Mobility

- Initial planning for Microsoft Endpoint Manager (MEM) – InTune Deployment

Licensing

- M365 E5 license negotiations
- Enterprise License Standardization
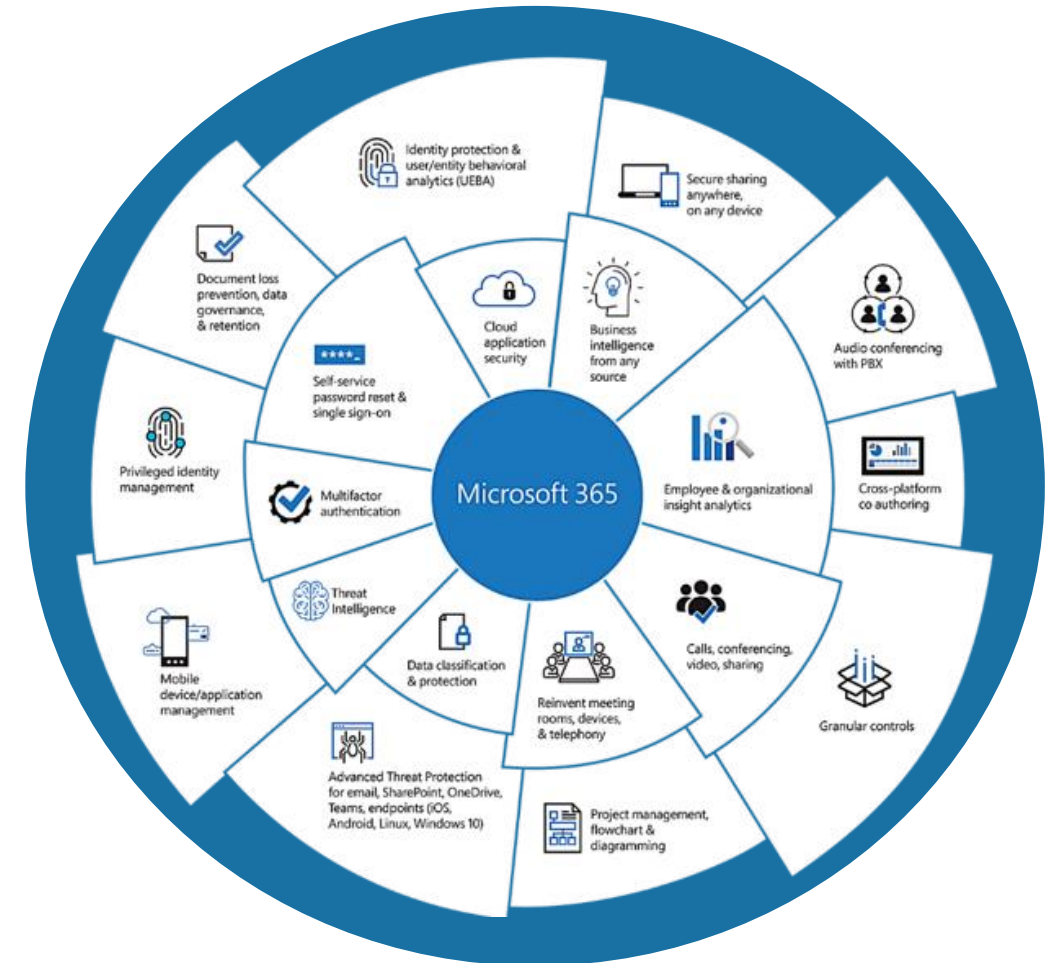
Pandemic Support. *Cyber Security Services*

Securing Work from Home

- Increased VPN capacity for increased telework
- Coordinated statewide role out of multifactor authentication (MFA)

Emergency Management

- Participated in joint effort to improve Fusion/OEM cyber incident reporting procedures
- Participated on the Statewide TIGER team to ensure 2020 election security

Threat Management

- COVID drove exponential threat spike

Performance Improvement Partners

1ST
The United States declares its first case of COVID-19, cyber attacks go up **48%**

Multiple states in the US declare a public emergency; cyber attacks go up **64%**

The country of Italy goes into lockdown, attacks go up **28%**

The World Health Organization declares COVID-19 a pandemic, cyber attacks go up **22%**

30TH JANUARY   **29TH** FEBRUARY   **8TH** MARCH   **11TH** MARCH

Data source: Computer Weekly via Carbon Black

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Pandemic Support. *Shared Services*

E-Government

- Leveraged cloud infrastructure to increase Oregon.gov capacity in response to unprecedented COVID-19 traffic.
- Rapid development and deployment of emergency websites.

Telephony

- Created new call center capacity to support agency extended usage
- Significant work completed as a result of COVID-19 such as assistance in telcom services at temporary hospital and pharmacy at State Fairgrounds

Emergency Management

- Extensive involvement in COVID-19 and Wildfire responses

Pandemic Support. *Data Governance and Transparency*

Critical Geospatial Data Infrastructure
- Managed ESRI Geospatial data server and licensing infrastructure to support work from home during critical pandemic response

Community Lifeline Application
- Supported DHS in creation of an application to monitor stability and trends for COVID-19 cases in facilities throughout Oregon
- Developed web-based surveys to inquire about the stabilization status and needs of Oregon health and medical facilities relating to COVID-19 disruptions

Data Sharing Support and Infrastructure
- Extensive involvement in COVID-19 and Wildfire responses
- Participation in regional work group for data sharing to support COVID-19 Recovery and "building back better"

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Thank you.