Department of Administrative Services

Joint Committee on Ways and Means

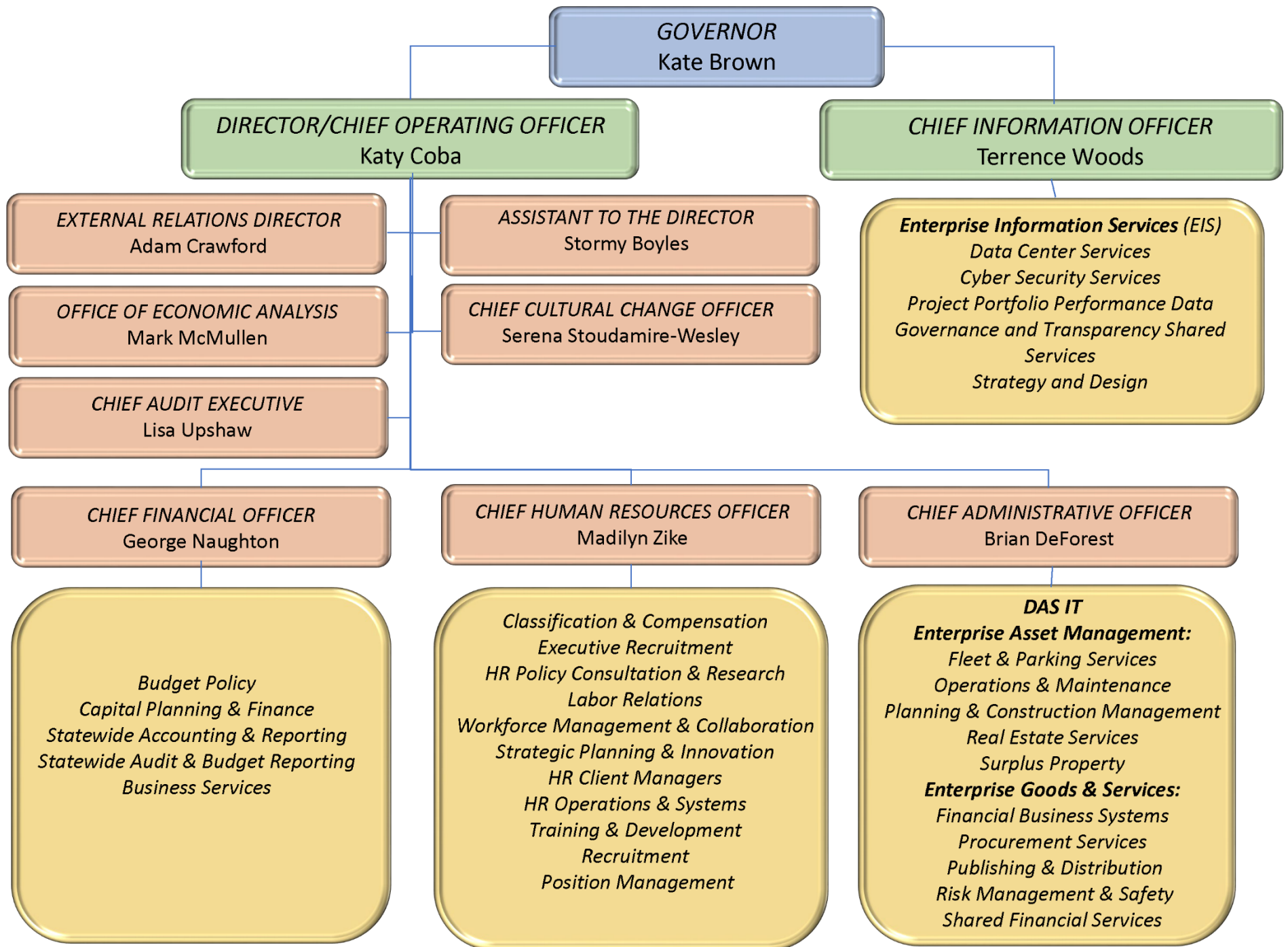General Government Subcommittee – March 22

2021 Legislative Session

Road Map - Overall

- Day 1 –Chief Operating Office, Chief Financial Office, Chief Human Resource Office, Chief Administrative Office

- Day 2 – Enterprise Information Services

- Day 3 – Remainder/Public Hearing

DAS
DEPARTMENT OF
ADMINISTRATIVE
SERVICES

Department of Administrative Services

We support state government to serve the people of Oregon.

By providing reliable service, accurate information and creative solutions, we strive to set the standard for good government and lead state agencies in furtherance of the Governor's vision.

DAS
DEPARTMENT OF
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SERVICES

GOVERNOR
Kate Brown

DIRECTOR/CHIEF OPERATING OFFICER
Katy Coba

CHIEF INFORMATION OFFICER
Terrence Woods

EXTERNAL RELATIONS DIRECTOR
Adam Crawford

ASSISTANT TO THE DIRECTOR
Stormy Boyles

OFFICE OF ECONOMIC ANALYSIS
Mark McMullen

CHIEF CULTURAL CHANGE OFFICER
Serena Stoudamire-Wesley

CHIEF AUDIT EXECUTIVE
Lisa Upshaw

Enterprise Information Services (EIS)
Data Center Services
Cyber Security Services
Project Portfolio Performance Data
Governance and Transparency Shared Services
Strategy and Design

CHIEF FINANCIAL OFFICER
George Naughton

CHIEF HUMAN RESOURCES OFFICER
Madilyn Zike

CHIEF ADMINISTRATIVE OFFICER
Brian DeForest

Budget Policy
Capital Planning & Finance
Statewide Accounting & Reporting
Statewide Audit & Budget Reporting
Business Services

Classification & Compensation
Executive Recruitment
HR Policy Consultation & Research
Labor Relations
Workforce Management & Collaboration
Strategic Planning & Innovation
HR Client Managers
HR Operations & Systems
Training & Development
Recruitment
Position Management

DAS IT
Enterprise Asset Management:
Fleet & Parking Services
Operations & Maintenance
Planning & Construction Management
Real Estate Services
Surplus Property
Enterprise Goods & Services:
Financial Business Systems
Procurement Services
Publishing & Distribution
Risk Management & Safety
Shared Financial Services

DAS Budget Overview

	2017-19 Actuals	2019-21 Leg Approved Budget	2021-23 Governor's Budget
General Fund	$26,417,214	$195,488,065	$24,456,495
Lottery Fund	19,701,680	22,324,979	31,543,133
Other Funds	972,499,058	1,221,780,776	1,250,566,367
Federal Funds	847,000	1,375,851,898	0
Other Funds (Nonlimited)	113,406,098	171,701,909	138,691,080
Federal Funds (Nonlimited)	0	0	0
Total Funds	$1,132,871,050	$2,987,147,627	$1,445,257,075
Positions	915	928	944
Full-time Equivalent	904.89	910.27	943.13

- Significant increase in current biennium is due to federal stimulus payments
- DAS is primarily funded through two sources of Other Funds:
  - Assessments on state agencies; and
  - Fees for services charged to state agencies.
- $461.4M included in DAS' Governor's Recommended Budget is debt service payments for Article XI-Q and Oregon Appropriation Bonds.
- Other Funds (Nonlimited) represents payments and expenditures from the Risk Fund and its respective programs – Commercial Insurance (premiums), Property Insurance (costs), Liability Insurance (costs) and Workers Compensation (premiums)

Major Projects Completed or Ongoing

- Workday – updated the state human resource management system February 2019

- Workday Learning Management – implement Workday training module in June of 2021.

- OregonBuys – modernization of the procurement system Phase 1 due for completion in 2021, Phase 2 in 2023

- Purchase of Wilsonville office space/warehouse

- Provide ongoing support for COVID-19 response
  - Procurement of needed personal protective equipment (PPE) for frontline workers
  - Securing work from home
  - Administration of CARES Act funding

Director and Chief Operating Officer, Department of Administrative Services

- Manages operations of the Department of Administrative Services
- Provides guidance and direction to the enterprise of state government
- DAS provides services to state agencies
  - Policy Leadership (COO, CFO, CHRO, CAO)
  - Direct Service/Support (CHRO, CAO)

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Office of the Chief Operating Officer (COO)
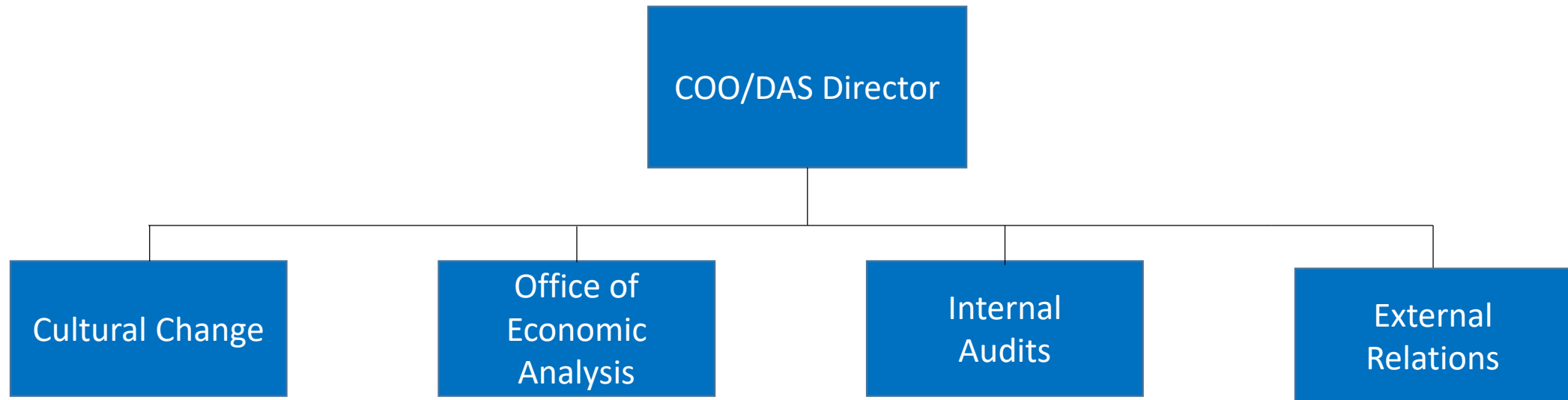
COO Budget Over Time

COO Budget (in Millions)

$14.5	$13.0	$15.2
2017-19 LAB	2019-21 LAB	2021-23 GRB

■ COO Budget (in Millions)

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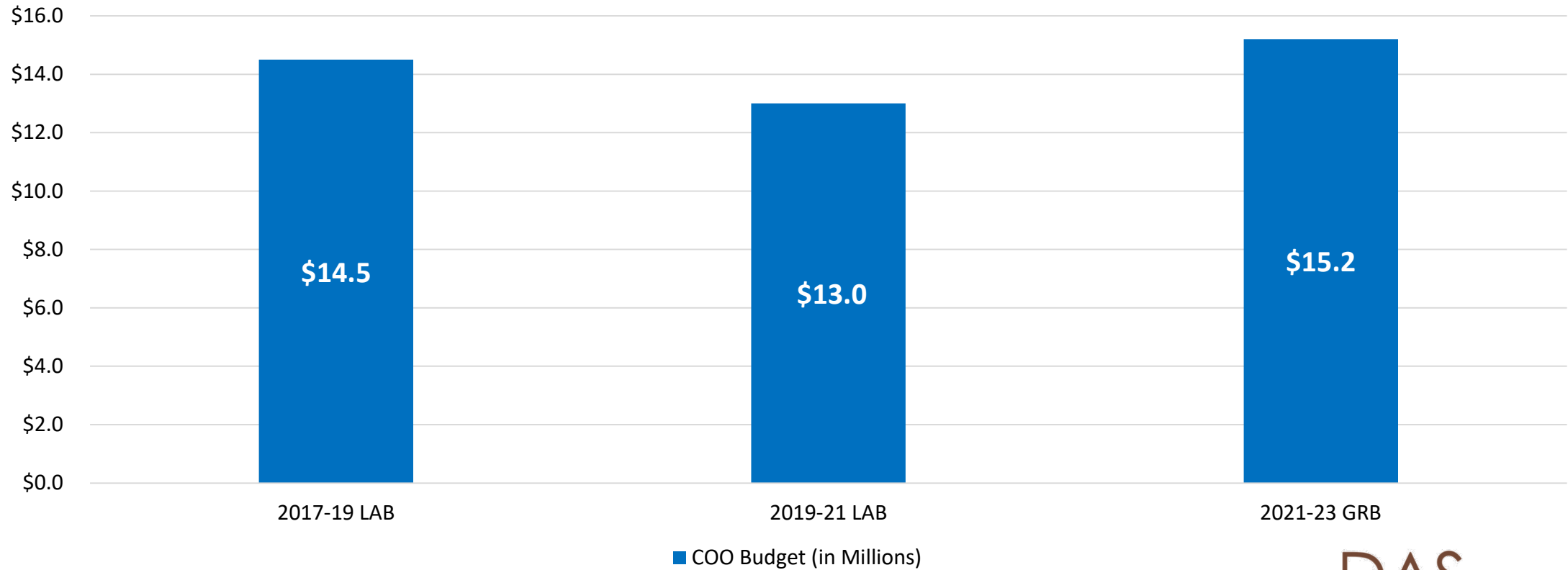
Key COO Policy Option Packages

- Request to establish a two permanent full-time and two limited duration positions for the planning phase of implementation a public records request management enterprise system. – $988K (OF), 4 positions

- Provide $500K (GF) for a task force on per diem compensation for advisory boards and commissions.

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Chief Financial Office

The Chief Financial Office (CFO) provides objective and accurate information to state leaders and the public for more efficient use of state resources.

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Chief Financial Office (CFO)

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                        │     CFO     │
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│ Budget and│ │Statewide│ │ Capital │ │Statewide│ │    DAS   │
│ Management│ │Audit and│ │ Finance │ │Accounting│ │ Business │
│           │ │Budgeting│ │   and   │ │   and   │ │ Services │
│           │ │Reporting│ │ Planning│ │Reporting│ │          │
└───────────┘ └─────────┘ └─────────┘ └─────────┘ └──────────┘
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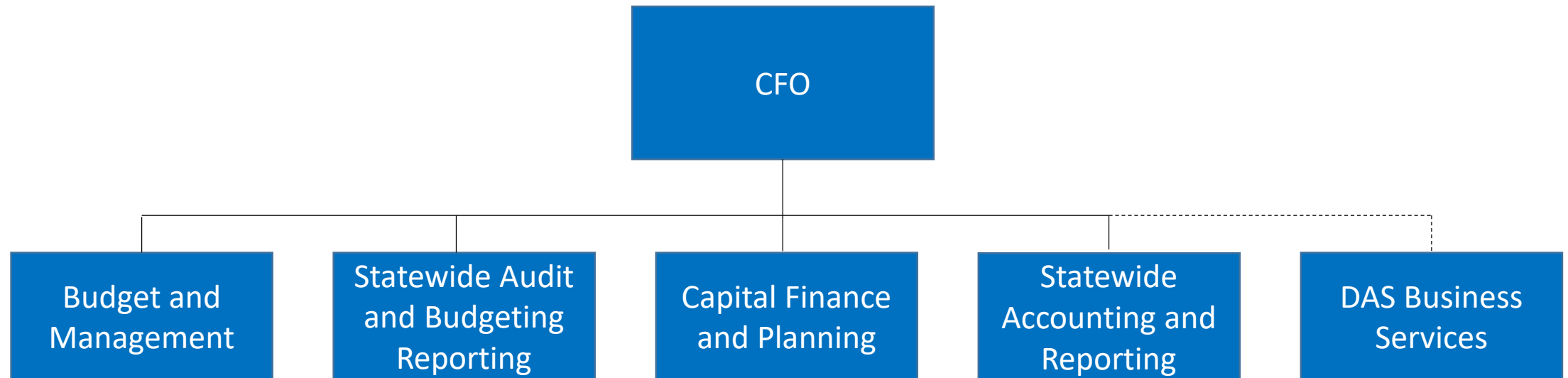
CFO and DAS Business Services Budgets Over Time

CFO Budget (in Millions)

- 2017-19 LAB: $14.4
- 2019-21 LAB: $15.6
- 2021-23 GRB: $16.0

CFO Budget (in Millions)

DBS Budget (in Millions)

- 2017-19 LAB: $12.3
- 2019-21 LAB: $15.4
- 2021-23 GRB: $17.1

DBS Budget (in Millions)

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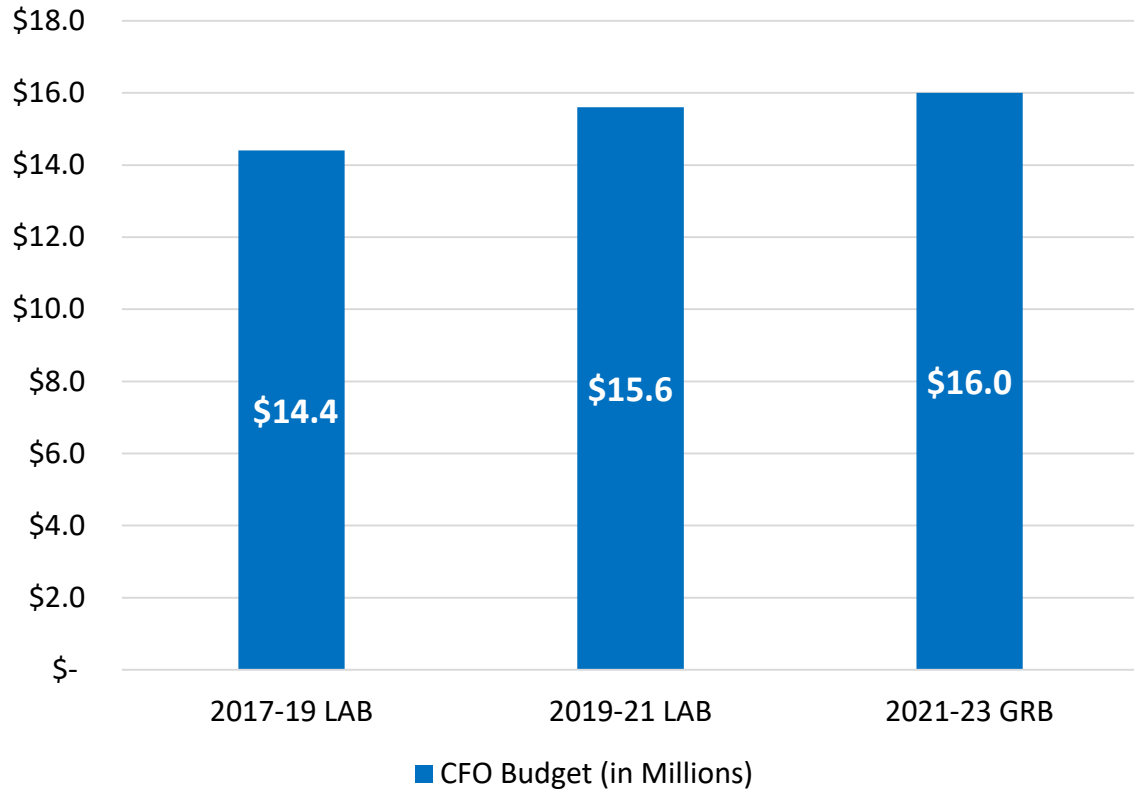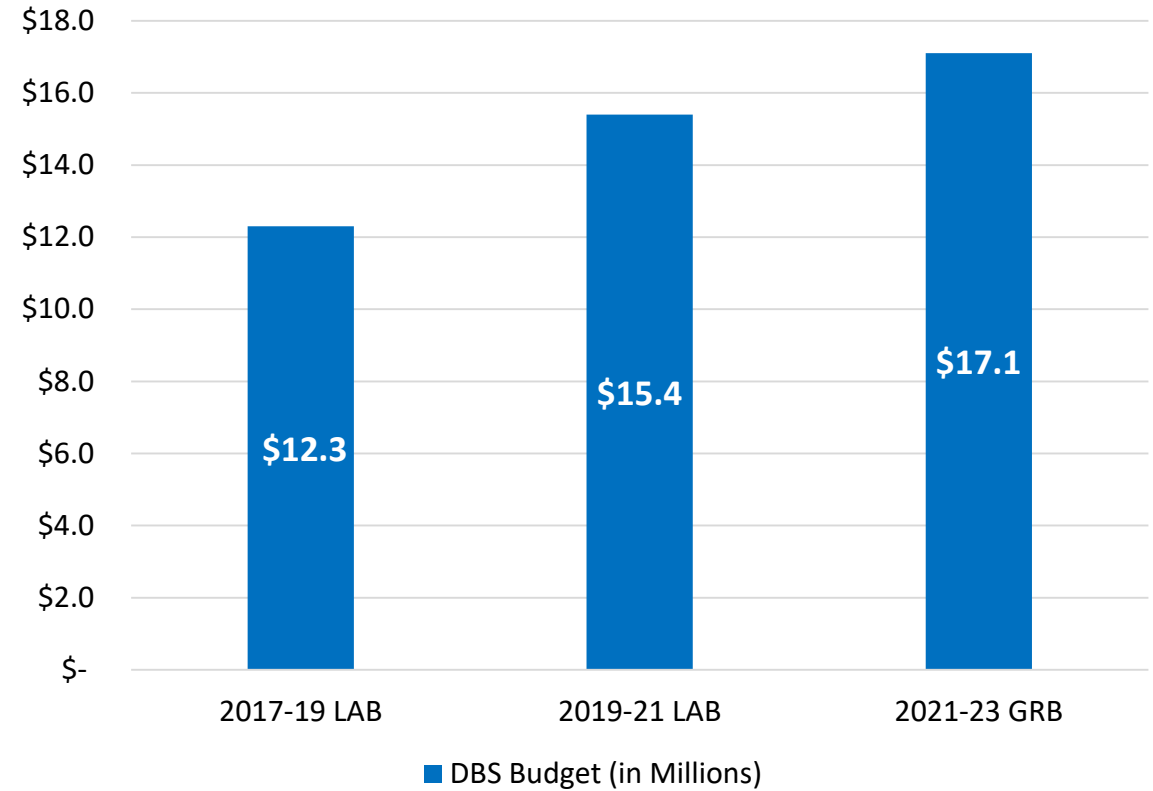
Chief Human Resources Office (CHRO)

The Chief Human Resources Office (CHRO) provides the enterprise-wide policy leadership necessary to maintain a reliable and qualified workforce for the state of Oregon. The Office's centralized policy functions enable executive branch agencies to share resources and expertise to manage their human resource assets and capital in a cost-effective way.

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Chief Human Resources Office (CHRO)

CHRO Budget Over Time

CHRO Budget (in Millions)

	2017-19 LAB	2019-21 LAB	2021-23 GRB
CHRO Budget (in Millions)	$36.8	$31.4	$34.4

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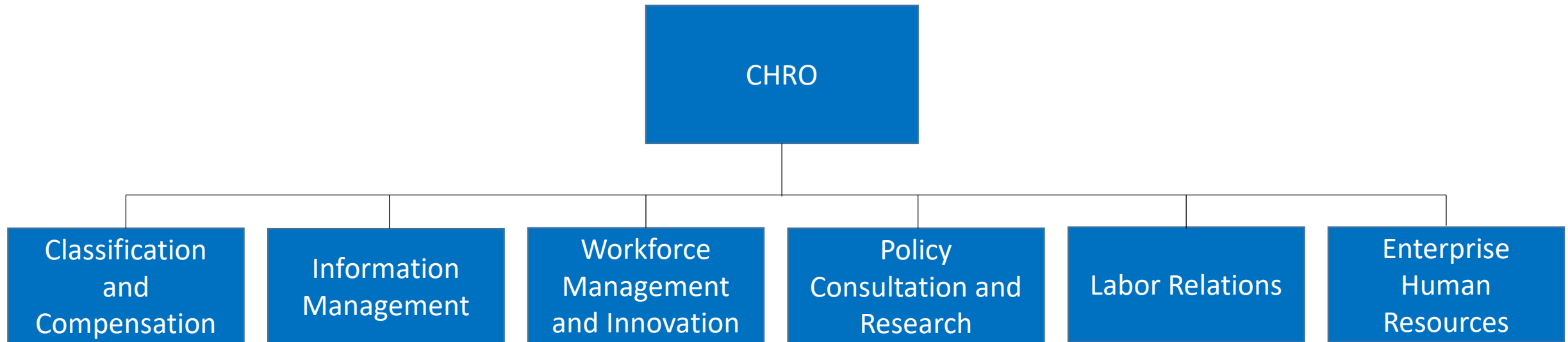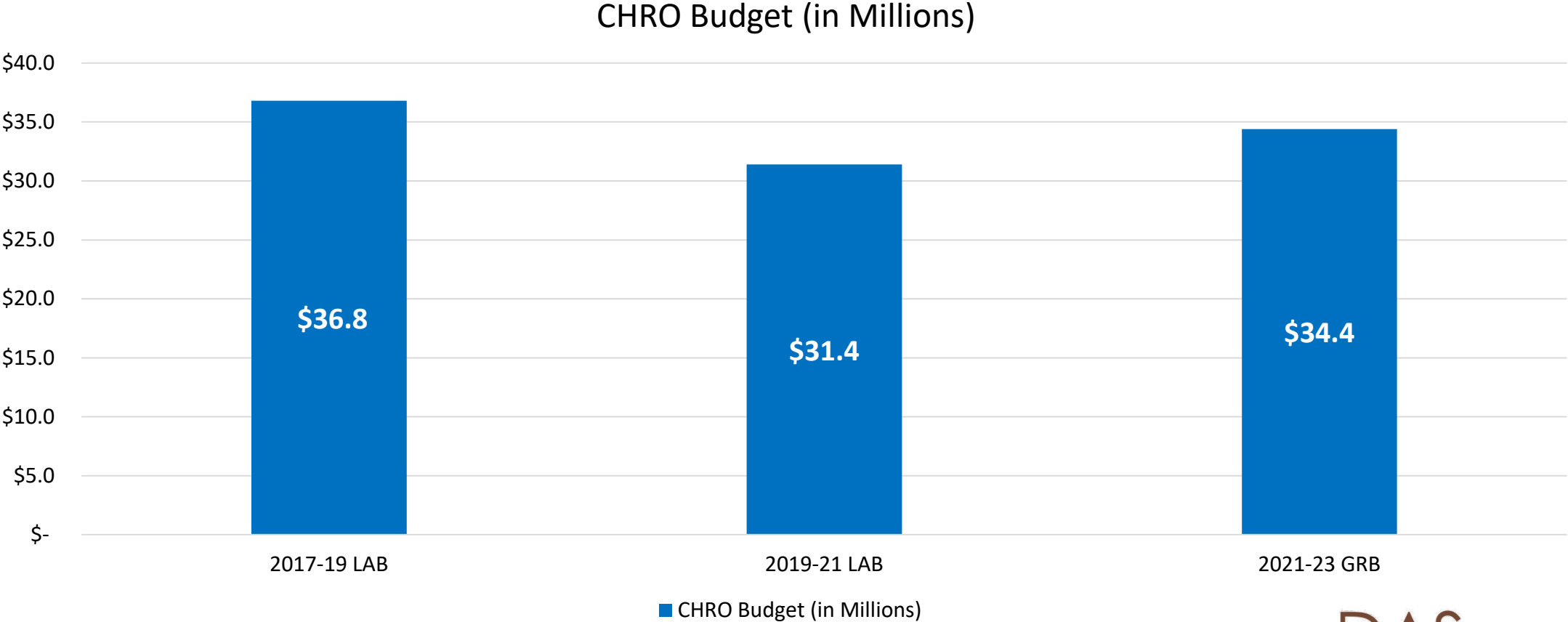
Key CHRO Policy Option Packages

- Office of Cultural Change – Establishes an Office of Cultural Change with four permanent full-time positions and $750,000 for enterprise DEI training. – $1.8M (OF), 4 positions

- Human Resource Compliance – Creates a HR Compliance Unit to ensure compliance with statewide HR rules per recent Secretary of State audit findings. – $1.3M (OF), 3 positions

- Workday Support – Two permanent full-time positions to support recruitment strategies related to racial equity within Workday as well as Classification and Compensation changes. – $981K (OF), 2 positions

- Labor Relations for Non-State Employees – Two permanent full-time positions for collective bargaining of non-state employee contracts.– $552K (OF), 2 positions

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Chief Administrative Office (CAO)

The Chief Administrative Office (CAO) provides a diverse suite of services to meet the business and operational needs of state agencies.

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Chief Administrative Office (CAO)
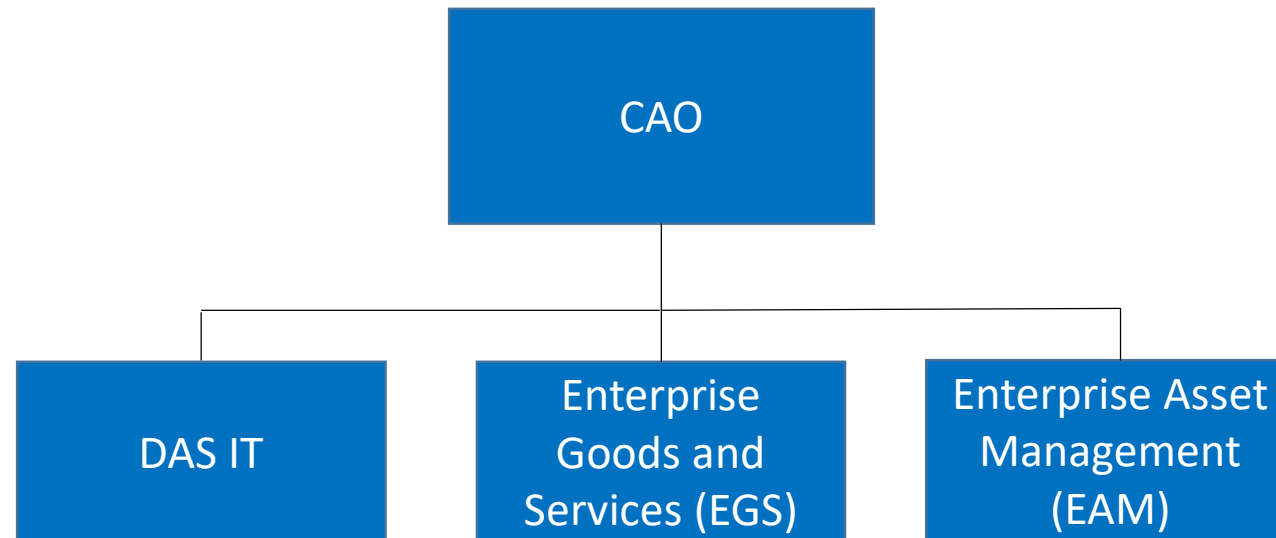
DAS Information Technology (DAS IT)

DAS IT Budget Over Time

DAS IT Budget (in Millions)

A bar chart showing the DAS IT Budget in millions for three periods:
- 2017-19 LAB: $12.9
- 2019-21 LAB: $16.2
- 2021-23 GRB: $16.8

Legend: ■ DAS IT Budget (in Millions)

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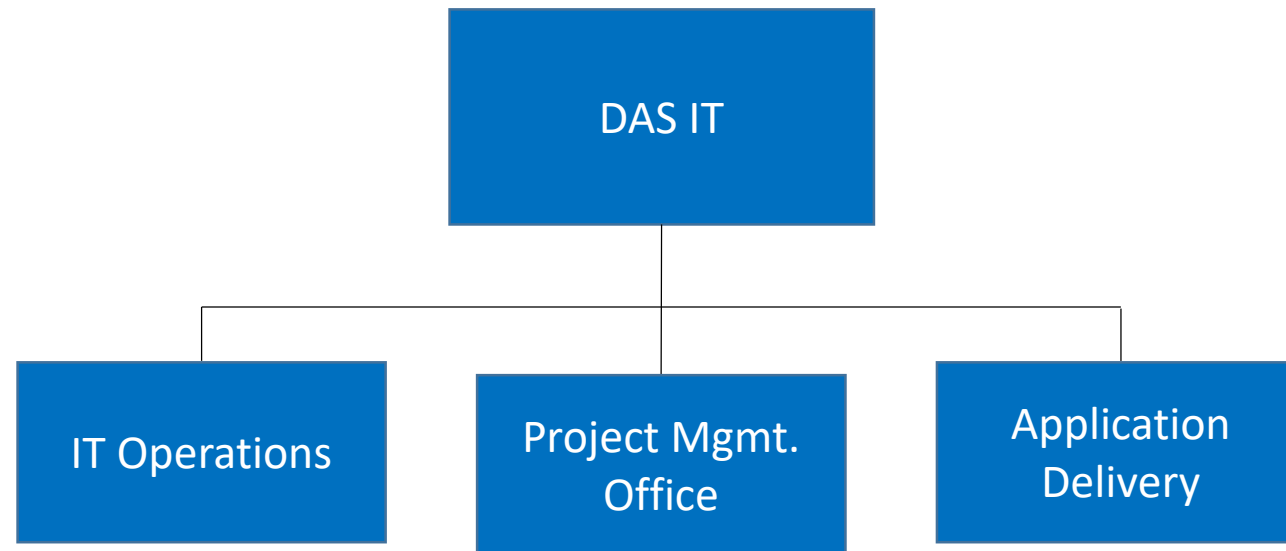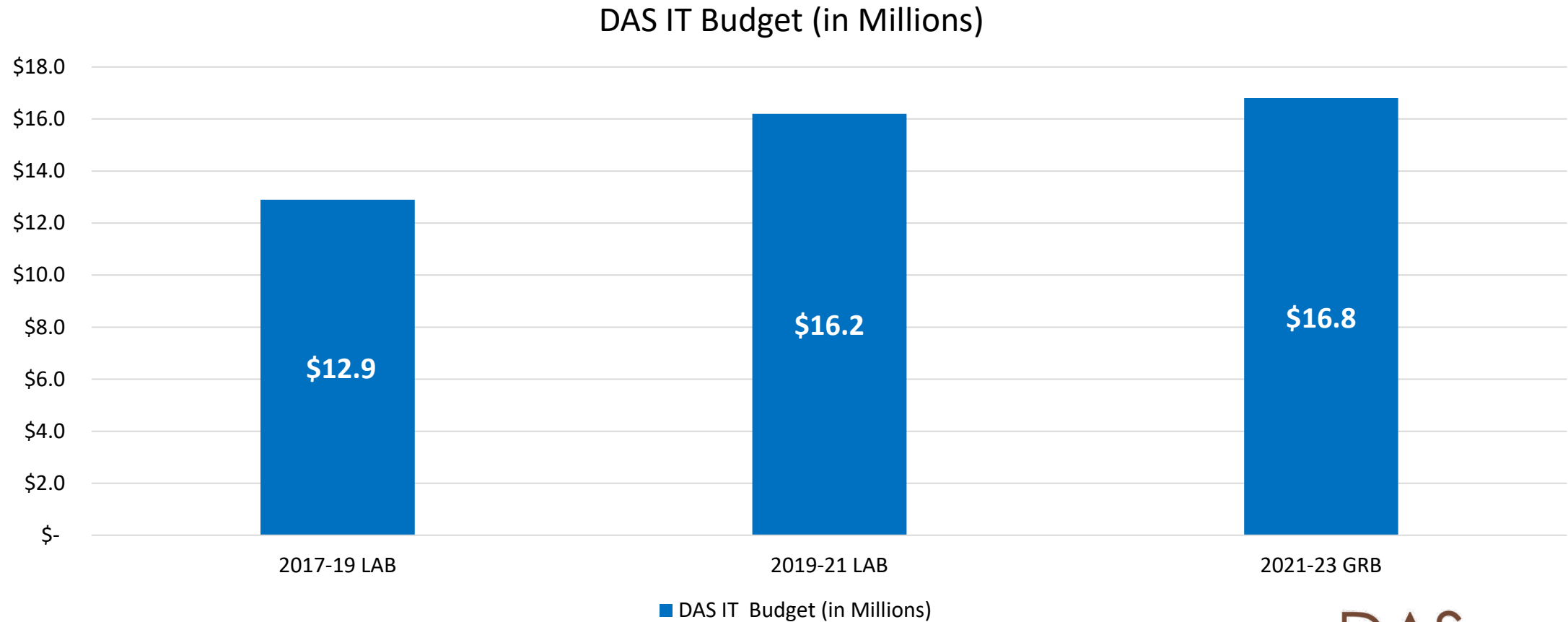
Key DAS IT Policy Option Packages

- DAS IT Operations and PC Lifecycle – Two permanent full-time positions to help address workload increase and provide strategic direction and support of modernization efforts, $2.1M in software licensing, and $500K in PC Lifecycle replacement – $3.3M (OF), 2 positions

- Risk Compliance – Two permanent full-time positions to resolve identified risks. Also includes $250K for Secure Desktop professional services. – $688K (OF), 2 positions

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Enterprise Goods and Services (EGS)

EGS

- Financial Business Systems
- Procurement Services
- Publishing and Distribution
- Risk Management
- Shared Financial Services
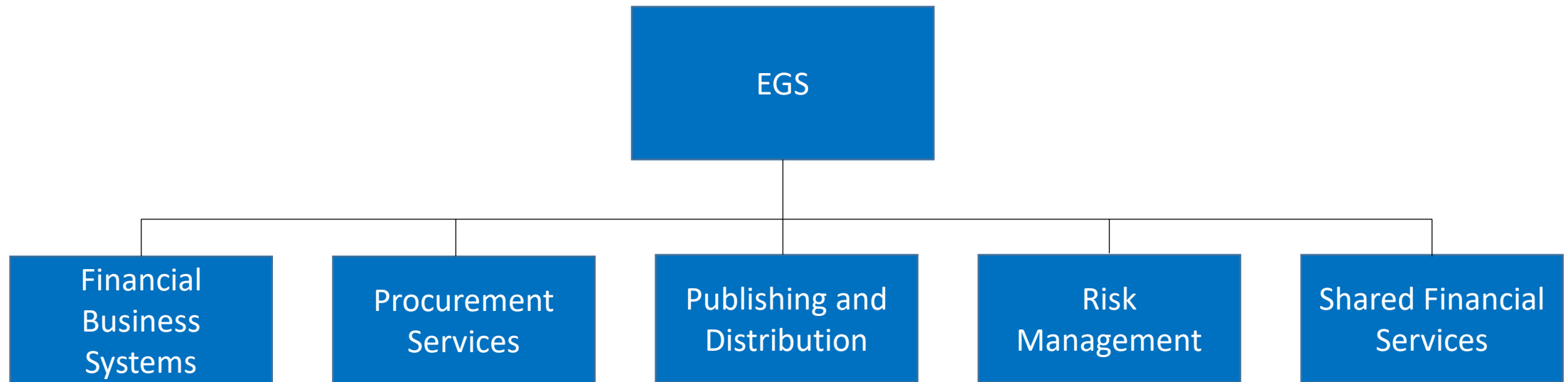
Enterprise Goods and Services Budget Over Time

EGS Budget (in Millions)

Bar chart showing EGS Budget (in Millions):
- 2017-19 LAB: $194.9
- 2019-21 LAB: $224.9
- 2021-23 GRB: $235.8

Legend: ■ EGS Budget (in Millions)

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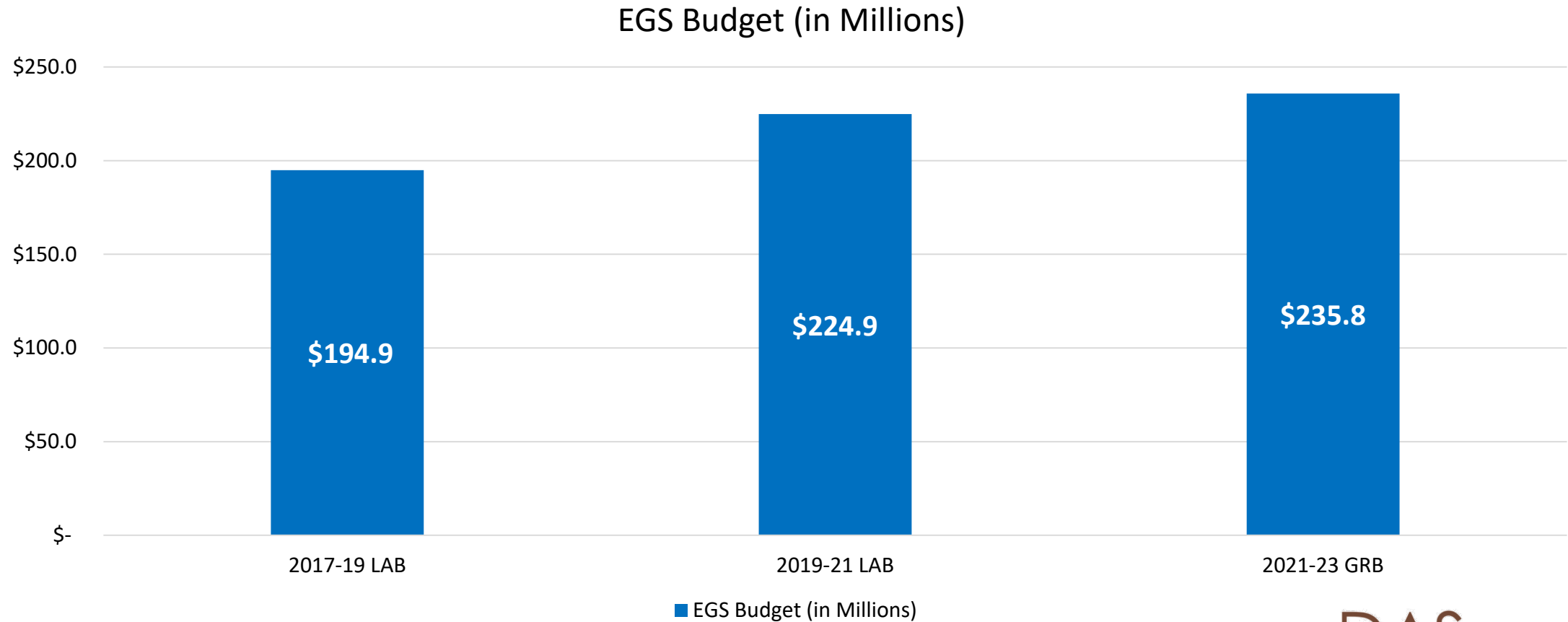
Key EGS Policy Option Packages

- Payroll Project – Twenty five limited duration positions including consultant services and software as a service (SaaS) subscription fees – $17.4M (OF), 25 LD positions

- Risk Fund Recapitalization – Brings Risk Fund closer to fully funded status. – $15M (OF), 0 positions

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Enterprise Asset Management (EAM)
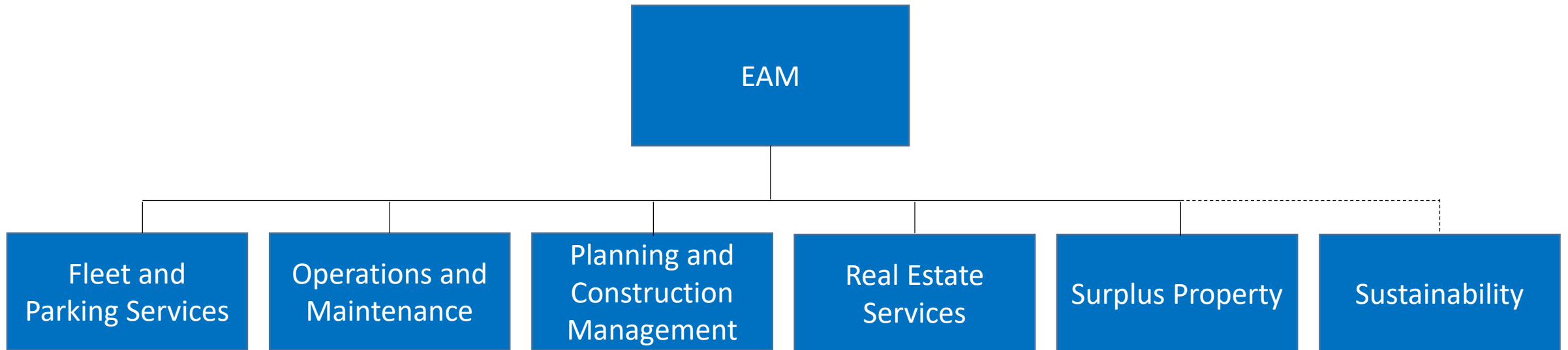
Enterprise Asset Management Budget Over Time

EAM Budget (in Millions)

	2017-19 LAB	2019-21 LAB	2021-23 GRB
EAM Budget (in Millions)	$101.1	$103.9	$103.8

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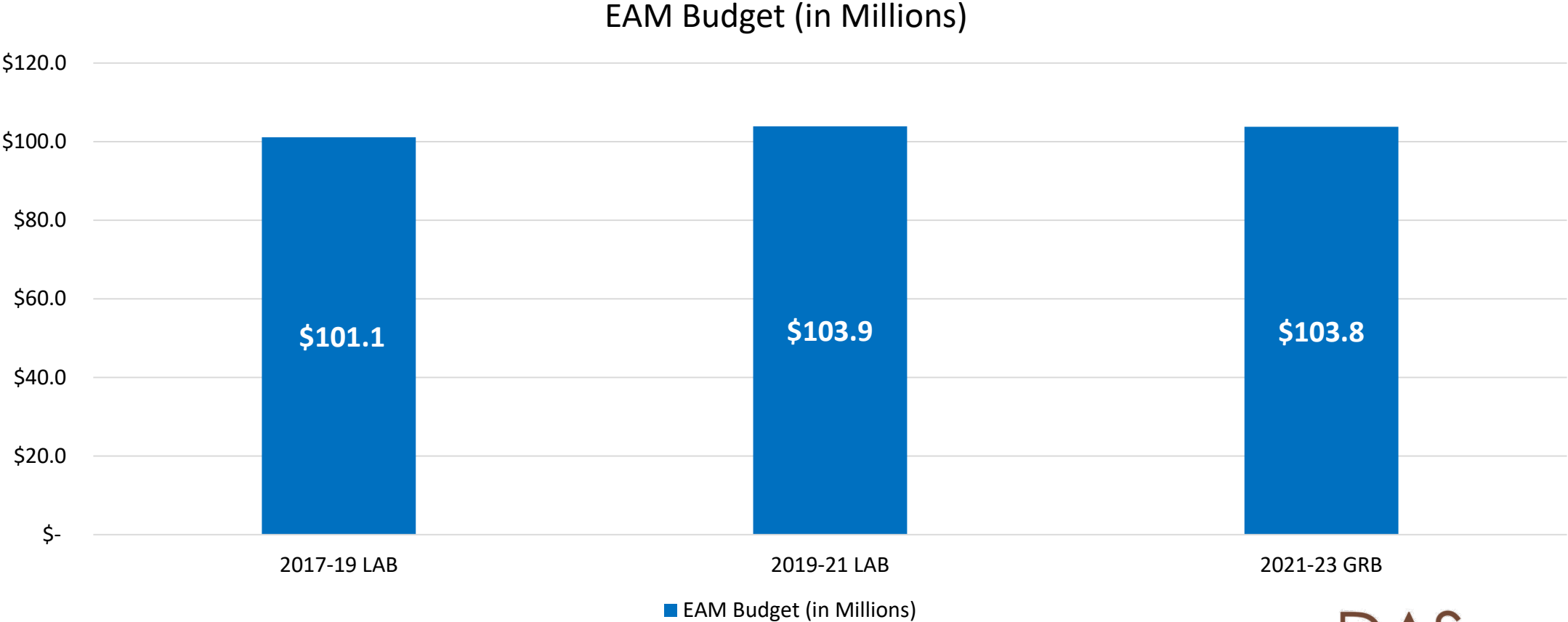
Key EAM Policy Option Packages

- Zero-Emission Vehicle/Infrastructure Purchases – Fleet replacement to meet SB 1044 (2019) requirements for zero- and low-emission vehicles. – $2.1M (OF), 0 positions

- Real Estate Management and Facilities Planning – One position to focus on long-term capital planning, three more to address real estate needs. – $989K (OF), 4 positions
  - POPS 113, 114, 119

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DAS Budget Drivers

- COVID-19 Response
  - Procurement of needed personal protective equipment (PPE) for frontline workers
  - Securing work from home and other personnel related needs
  - Administration of CARES Act funding
  - Planning for return to workplace
- Continued IT Modernization
- Cultural Change across Enterprise
- Increased Demand for Services by State Agencies

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DAS Bills with Budget Impact

- SB 29 – Transferring Maintenance of State Mall from Parks to DAS
  - POP 117 in DAS GRB – $3.5M (OF)

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Reductions Taken in GRB

- 13 Positions Reductions
  - Package 090

- Elimination of Supplies and Services Inflation – -$4.4M (All Funds)
  - Package 091

- Personal Services Adjustments – -$3.6M (All Funds)
  - Package 092

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KPMs On Target

- Workforce Turnover – 5.6% Target, 4.67% Actual (down from 5.03%)

- Negotiated Lease Rates Under Market Rate – 5% Target, 6.83% Actual (up from 6.00%)

- Workers Comp Claims per 100 FTE – 1.50 Target, 1.47 Actual (down from 1.59)

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KPMs Not Meeting Target

- Customer Service – 90% Target, 76% Actual (up from 70%)

- Racial/Ethnic Diversity – 24.5% Target, 19.8% Actual (up from 19.4%)

- Ave. Gas Mileage for Fleet – 21 MPG Target, 20.74 MPG Actual (down from 20.84 MPG)

- Agencies Receiving Gold Star Financial Report – 98% Target, 97% Actual (unchanged from last year)

- General Fund Forecasting Reliability - 100% Target, ~102% Actual (March 2021 Forecast was over 2% above Close of Session 2019 Forecast)

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Proposed KPMs To Replace or Add

- To Replace
  - Gas Mileage with Total GHG emissions and intensity from buildings and fleet

- To Add
  - Percent of State Purchasing done through OregonBuys

Key Focus for 2021-23

- State Payroll Project

- Cultural Change Office

- Improvement of Zero-Emission and Infrastructure

- Continued COVID-19 Response

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Questions?

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EIS Budget Review. Phase 1

Joint Committee on Ways & Means
General Government Subcommittee

*Terrence Woods, State Chief
Information Officer*

24 March 2021

Budget Review. *Agenda*

1) EIS Overview
2) *EIS Strategic Framework 2020-2023 – version 1.0:* Mission, Vision, Values and Objectives
3) EIS Program Area Overview
4) Key Accomplishments and Planned Initiatives
5) EIS Enterprise Project Portfolio
6) EIS Pandemic Support

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EIS Organizational Placement. *Within DAS*

Governor
Kate Brown

Department of Administrative Services (DAS)

Director/Chief Operating Officer
Katy Coba

- Chief Operating Office
- Chief Financial Office
- Chief Human Resource Office
- Enterprise Human Resource Services
- Enterprise Goods and Services
- Enterprise Asset Management
- DAS Business Services
- DAS IT

State Chief Information Officer
Terrence Woods

Enterprise Information Services
(Office of the State Chief Information Officer (OSCIO))*

- Project Portfolio Performance
- Cyber Security Services
- Shared Services
- Data Governance and Transparency
- Strategy and Design

Enterprise Information Services
(Office of the State Chief Information Officer State Data Center (SDC))*

- Data Center Services

*Proposed legislation will replace statutory references to the Office of the State Information Officer (OSCIO) as an organization with "Enterprise Information Services"

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Enterprise Information Services. *Organization Chart*

**Office of the State
Chief Information Officer (OSCIO)
2021-23 Organization Chart**

140 POS   140.00 FTE

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                    ┌─────────────────┐
                    │    Governor     │
                    └────────┬────────┘
                             │
                    ┌─────────────────┐
                    │      OSCIO      │
                    │ 11 POS  11.00 FTE│
                    └────────┬────────┘
                             │
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Project Portfolio Performance	Cyber Security Services	Shared Services	Data Governance & Transparency	Strategy & Design
16 POS 16.00 FTE	63 POS 63.00 FTE	32 POS 32.00 FTE	14 POS 14.00 FTE	4 POS 4.00 FTE
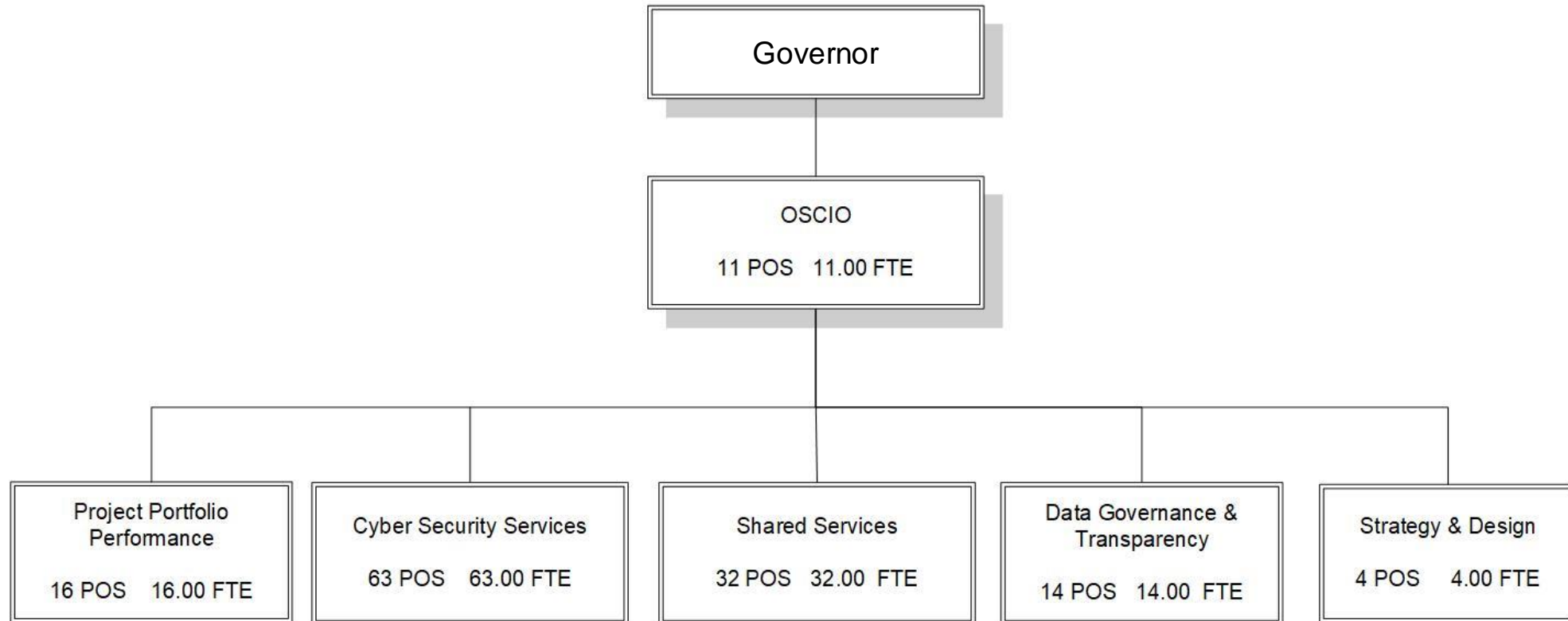
EIS Data Center Services (DCS). *Organization Chart*

Office of the State Chief Information Officer
State Data Center (SDC)
2021-23 Organization Chart

143 POS   143.00 FTE

SDC

22 POS   22.00 FTE

Computing Services

68 POS   68.00 FTE

Support Services

53 POS   53.00 FTE
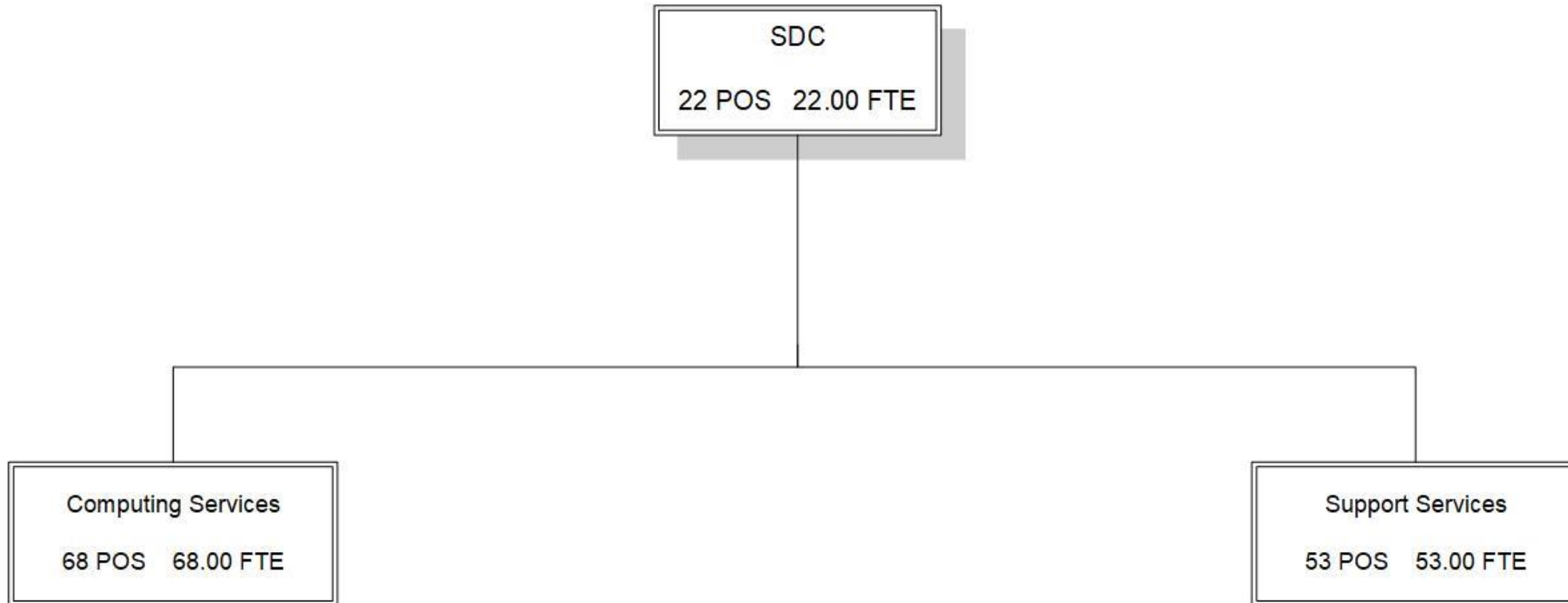
Governor's Recommended Budget. *Policy Option Packages (POPs)*

POP 089 - Oregon Statewide Alert System (OR-Alert)	POP 126 - Unify Cyber Security Services	POP 127 - Data Center Lifecycle Replacement	POP 128 - Additional Staff for Data Governance	POP 132 - Resilient Site for Production Services	POP 134 - M365 E5 Licensing Costs
• $2.7 million • Establishes equitable access to a statewide system that enables state, county, local and tribal governments to issue timely, informative alerts, warnings, and notifications	• $4.1 million • Enables Cyber Security Services to implement Gartner recommendations for an enterprise- and risk-based approach to vulnerability management, providing additional agency-embedded staffing and enhanced scanning capabilities	• $14.5 million • Supports agency operations by improving the stability and reliability of Data Center Services' computing, storage, backup, and network infrastructure	• $5.2 million • Provides staffing to support the Geospatial Data Sharing Hub ("GeoHub") and Open Data Initiative within Data Governance and Transparency	• $5.2 million • Ensures the continuity of agency operations by establishing a resilient site (may be "warm" or "hot") for Data Center Services computing, mainframe, storage, and backup production services	• $37 million • Standardizes enterprise M365 licensing (E5), providing advanced security capabilities, analytics, voice, and enterprise mobility

EIS Overview. *Governor's Recommended Budget*

EIS	2019-21 LAB (millions)	2021-23 GRB (millions)
Administration	$3.2	$4.9
Project Portfolio Performance (P3)	$6.1	$6.0
Cyber Security Services (CSS)	$43.7	$38.8
Shared Services	$26.1	$57.4
Data Center Services (DCS)	$123.1	$151.6
Chief Data Office (CDO)	$3.4	$7.8
Chief Technology Office (CTO)	$0.6	$1.5
EIS - Pass Through	$2.6	$2.7
DCS - Pass Through	$11.5	$10.2
Total	*$220.3*	*$280.9*

EIS Overview. *KPMs on Track*

KPM #11 – DATA CENTER. Percentage of time systems are available

Target – 99.90%	Actual – 99.93%
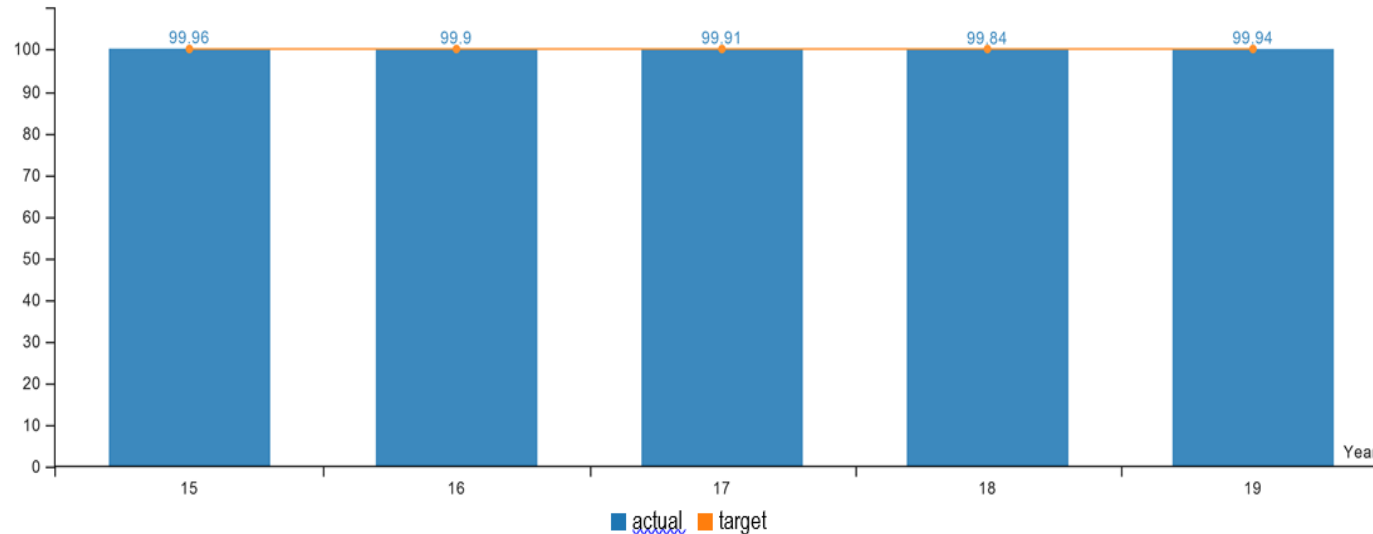
Report Year	2015	2016	2017	2018	2019
Data Center- Systems Availability					
Actual	99.96%	99.90%	99.91%	99.84%	99.94%
Target	99.90%	99.90%	99.90%	99.90%	99.90%

EIS Overview. *KPMs Proposed for Deletion*

KPM #8 – INFORMATION SECURITY. Overall information security maturity rating based on a sample of state agencies. Rating achieved using a compilation and aggregate score based on the ISO 27002 standard and assigning a rating using the Carnegie-Mellon Capability Maturity Model. (3rd party conducting information security business risk assessments)

Target – N/A	Actual – N/A

NOTE: Cyber Security Services conducts information security risk assessments based on the Center for Internet Security (CIS) six basic critical controls (see right). The proposed metric will establish an effective baseline and enable greater consistency in our reporting over time.

https://www.cisecurity.org/controls/

CIS Controls®

Basic

1. Inventory and Control of Hardware Assets
2. Inventory and Control of Software Assets
3. Continuous Vulnerability Management
4. Controlled Use of Administrative Privileges
5. Secure Configuration for Hardware and Software on Mobile Devices, Laptops, Workstations and Servers
6. Maintenance, Monitoring and Analysis of Audit Logs

Enterprise Information Services. *Executive Team*

JAMES FOSTER
Data Center Services
Deputy Director

SANDY WHEELER
Data Center Services
Director

JENNIFER BJERKE
Deputy State Chief Information Officer

GARY JOHNSON
Cyber Security Services
Chief Information Security Officer

ANNALISE FAMIGLIETTI
Cyber Security Services
Deputy Chief Information Security Officer

DAVE SCHEUCH
Shared Services
Director

TERRENCE WOODS
State Chief Information Officer

BETTINA DAVIS
Project Portfolio Performance (P3)
Interim Director

KURTIS DANKA
Strategy and Design
Chief Technology Officer

KATHRYN HELMS
Data Governance and Transparency
Chief Data Officer

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EIS. *Strategic Framework 2020–2023 – version 1.0*

Objective 1. *Mature Statewide IT Security Strategy*

RACI*

1. Accountability and execution across the 10 primary programmatic security capabilities
2. Recommended initiatives include enhanced *agency support*, *communications*, *coordination* and *governance*
3. Cyber Security Services (CSS) is primarily accountable for *governance* and overall *security program deployment* and *management*
4. Agencies primarily responsible for *execution* of *security capabilities* as defined by CSS

Cyber Security Services Catalog – Future-State Capabilities and Services*

37 centralized service offerings across 10 primary programmatic capabilities

Program Management
- Security Policy-Setting + Advisory
- Statewide Security Management Plan
- Security Program and Resource Management

Identity and Access Management (IAM)
- Identity Lifecycle Management + Advisory

Governance Risk & Compliance (GRC)
- Working Group(s) Sponsorship
- CISO Roadshow
- Requirements-setting + Advisory
- General Security Awareness Training

Security Administration
- Release Management Requirements + Advisory
- Change Management Requirements + Advisory

Security Architecture
- Standards-setting

Systems Integration
- Secure Technology Transformation Guidance

Vendor Management
- Vendor Contract Review
- Vendor Security Evaluation + Advisory

Security Consulting
- Security Risk Assessment
- Business Enablement + Advisory
- Business Case Security Consulting
- SOC Advisory (reference SOC capabilities)
- Configuration and Security Review

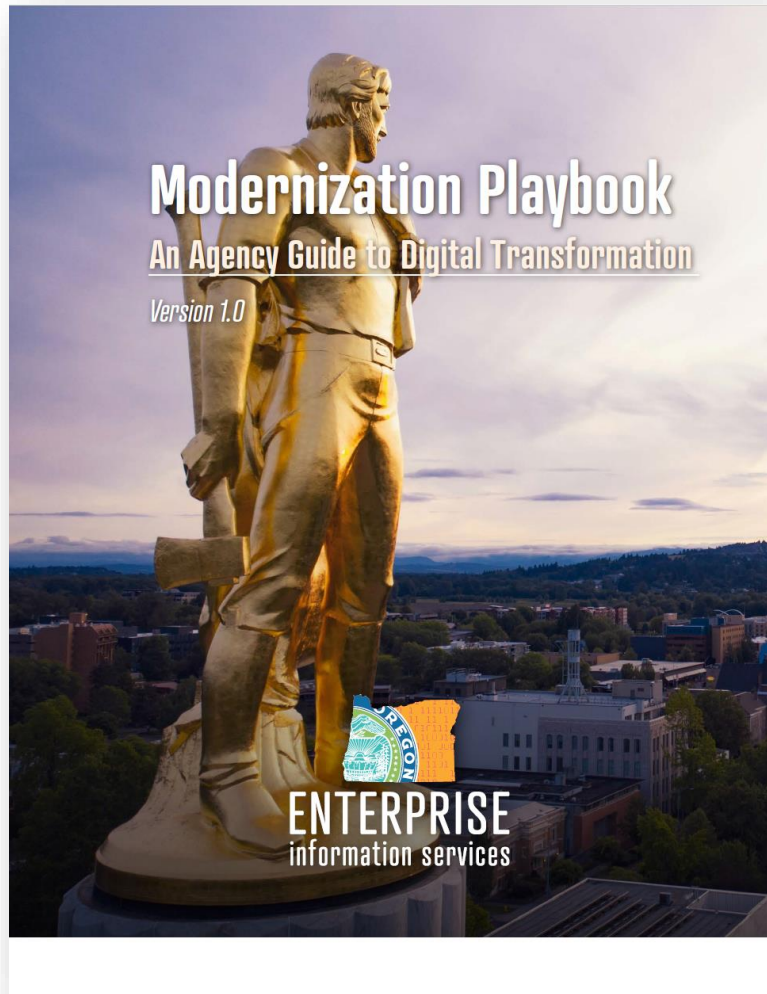### Data and Infrastructure and Operations (I&O)
- Endpoint Security Baseline Guidance
- SDLC Process Framework + Advisory
- Data Protection Configuration Guidance
- Network Operations Consulting

Security Operations Center (SOC)
- NIDS Monitoring
- Firewall Log Monitoring
- Platform Log Monitoring
- Security Advisories
- Incident Recording
- Incident Consulting
- Incident Response
- IT Forensics
- Internal Vulnerability Scanning
- External Vulnerability Scanning
- Penetration Testing
- Threat Hunting
- Red/Blue Teaming

*Developed in partnership with **Gartner***

Objective 2. *Legacy System Modernization Plans*

Modernization Playbook
An Agency Guide to Digital Transformation
Version 1.0

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Modernization Vision. *"Optimizing essential services that the people of Oregon rely on through resilient, adaptive, secure and customer–centered digital transformation."*

Modernization – Guiding Principles

Put People First. Successful modernization starts and ends with people—the experience of people who rely on the essential services provided by the State of Oregon, the ability of state employees to effectively provide those services, and the ability of agency leadership to drive digital transformation

Aligned and Enabled. Alignment with the EIS Vision for user-friendly, reliable and secure IT systems and between agency business and IT leadership will enable agencies to fulfill their mission and strategic objectives, while continuing to deliver the core services that the people of Oregon rely on

Data- and Privacy-Informed. Modernization provides a unique opportunity to leverage data as a strategic asset across systems and programs, govern and manage that data throughout its lifecycle, enable data-driven decision-making and transparency by default, and to critically evaluate whether the collection and storage of sensitive personal information is truly necessary

Secure by Design. Secure by design embraces secure coding practices and the seamless integration of security policy and controls into the fabric of the IT system itself
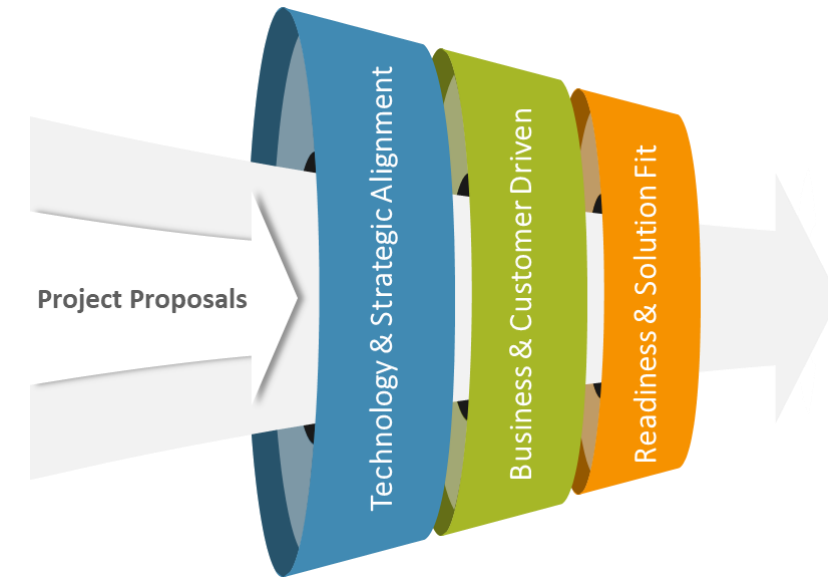
Agile and Continuous Improvement. Modernization requires sustained investment in our people, the formation of empowered teams and embrace of agile practices, and a culture of continuous improvement encompassing people, processes and technology

Objective 3. *Mature Project Transparency and Accountability*

Effective IT resource management is critical for ensuring alignment between business and IT, and prioritizing agency-specific and statewide investment decisions

- **IT Resource Management**. Initiated as part of the biennial budget development process. Agencies are required to submit an IT prioritization matrix for all proposed major IT projects (generally >$1M)—enabling prioritization of statewide and agency IT projects based on business alignment, cost, return on investment, and risk https://www.oregon.gov/das/OSCIO/Pages/OSCIO-templates-and-forms.aspx

- **Project Status Transparency.** Project data pertaining to all IT initiatives overseen by EIS is now publicly available via Oregon's Open Data Portal (https://data.oregon.gov). First published on October 19, 2020, and updated monthly in partnership with Data Governance and Transparency at https://data.oregon.gov/Administrative/Enterprise-Information-Services-IT-Project-Portfol/hjrz-mzrm

Project Proposals

Technology & Strategic Alignment

Business & Customer Driven

Readiness & Solution Fit

Objective 4. *Establish Statewide Cloud Strategy*

Cloud Forward
A Framework for Embracing the Cloud in Oregon
Version 1.0

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Vision – Oregon will strive to conduct 75% of its business via cloud–based services and infrastructure by 2025—leveraging these platforms to modernize state IT systems and make Oregon a place where everyone has an opportunity to thrive

Cloud-First. Cloud will be the first and preferred option for all new IT investments.

Agility Counts. Cloud migration decisions will be driven by considerations of business agility and overall cloud value

SaaS, please. Software-as-a-Service (SaaS) will be targeted as the preferred cloud tier

Lift-and-Shift Last. Re-hosting will only be considered when there are no other feasible alternatives.

Multicloud. Embracing multicloud positions the state to leverage the unique value propositions and capabilities offered by leading cloud service providers.

Upskilling. As a state we are committed to upskilling our existing IT workforce and preparing them for a cloud-defined future.
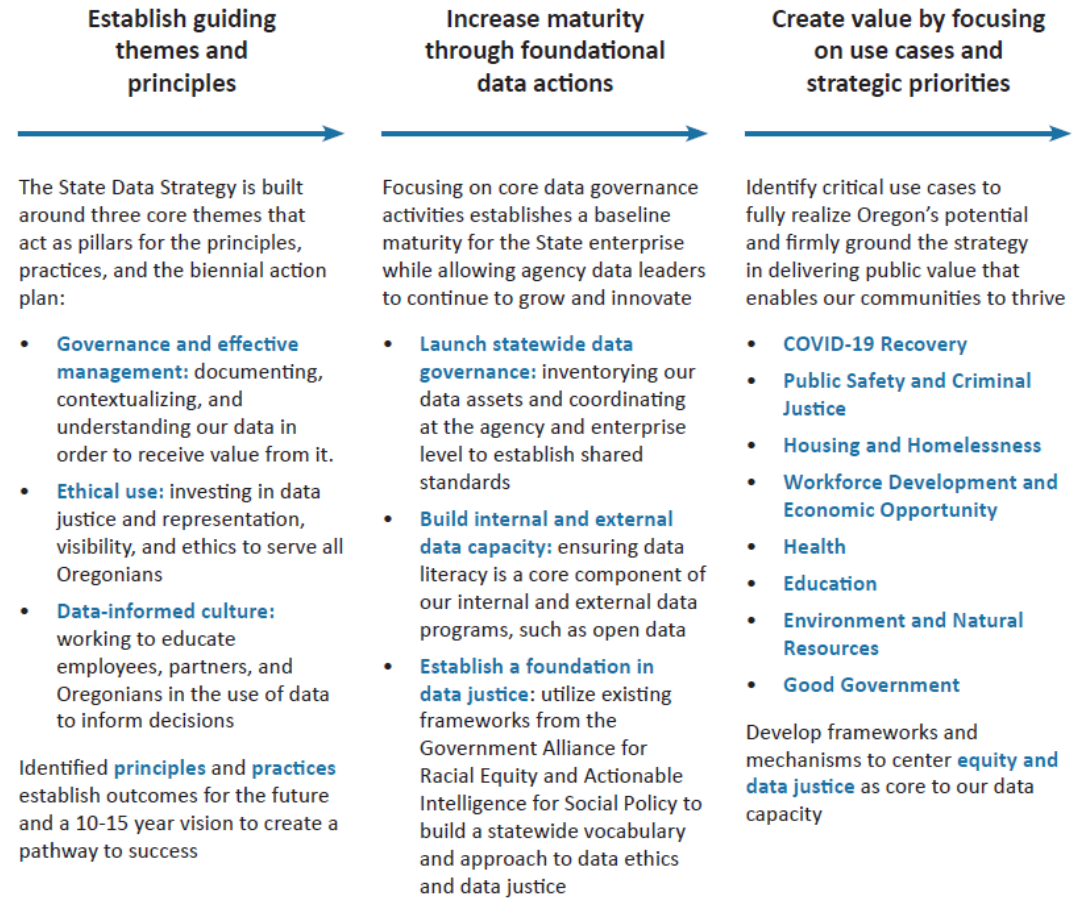
Business Enablement. Embracing the cloud frees up IT organizations to enable their business and program units through strategic use of data, business intelligence, integrations, and agile development.

Objective 5. *Establish Statewide Data Strategy*

Oregon's Data Strategy
Unlocking Oregon's Potential
2021-2023

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Data Strategy Summary

Establish guiding themes and principles	Increase maturity through foundational data actions	Create value by focusing on use cases and strategic priorities
The State Data Strategy is built around three core themes that act as pillars for the principles, practices, and the biennial action plan:	Focusing on core data governance activities establishes a baseline maturity for the State enterprise while allowing agency data leaders to continue to grow and innovate	Identify critical use cases to fully realize Oregon's potential and firmly ground the strategy in delivering public value that enables our communities to thrive

- **Governance and effective management:** documenting, contextualizing, and understanding our data in order to receive value from it.
- **Ethical use:** investing in data justice and representation, visibility, and ethics to serve all Oregonians
- **Data-informed culture:** working to educate employees, partners, and Oregonians in the use of data to inform decisions

Identified **principles** and **practices** establish outcomes for the future and a 10-15 year vision to create a pathway to success

- **Launch statewide data governance:** inventorying our data assets and coordinating at the agency and enterprise level to establish shared standards
- **Build internal and external data capacity:** ensuring data literacy is a core component of our internal and external data programs, such as open data
- **Establish a foundation in data justice:** utilize existing frameworks from the Government Alliance for Racial Equity and Actionable Intelligence for Social Policy to build a statewide vocabulary and approach to data ethics and data justice

- **COVID-19 Recovery**
- **Public Safety and Criminal Justice**
- **Housing and Homelessness**
- **Workforce Development and Economic Opportunity**
- **Health**
- **Education**
- **Environment and Natural Resources**
- **Good Government**

Develop frameworks and mechanisms to center **equity and data justice** as core to our data capacity

EIS Program Area Overview

Project Portfolio Performance. *Overview*

BETTINA DAVIS
Project Portfolio
Performance (P3)

Interim Director

Project Portfolio Performance (P3) works to mature IT resource management and maximize the value of technology investments, providing oversight and portfolio management for all major IT investments

- **Senior IT Portfolio Managers.** Align enterprise and agency strategies and architecture, ensuring that IT Investments are justified with a sound business case and provide measurable impact and value
- **Senior IT Oversight Analysts.** Ensure that agency investments are implemented utilizing proven project management methodologies, focusing on alignment with policy, procedure, and the Project Management Body of Knowledge (PMBOK)
- **Enterprise Business Analysts.** Administer the Portfolio Project Management (PPM) tool and provides business analysis leadership for P3 and agency investments

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Cyber Security Services. *Overview*

GARY JOHNSON
Cyber Security Services

Chief Information Security Officer

ANNALISE FAMIGLIETTI
Cyber Security Services

Deputy Chief Information Security Officer

Cyber Security Services brings together enterprise security governance, policy, procedure and operations, within a single, accountable organization. Enabling end-to-end direction setting and execution for enterprise security

- **Policy.** Setting enterprise security policy and standards
- **Solutions.** Partnering with Strategy & Design to drive enterprise security architecture
- **Services**. Delivering on day-to-day enterprise security operations
- **Security Operations Center.** Providing dedicated, real-time security monitoring and response for enterprise operations
- **Consulting.** Provide cyber security consulting services to executive branch agencies

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Shared Services. *Overview*

DAVE SCHEUCH
Shared Services
Director

Shared Services works to align existing enterprise programs and focuses on the development of shared service models and management of long-term vendor relationships

- E-Government
- Quality Assurance
- Basecamp
- Telecommunication Services
- Project Management Office
- Statewide Interoperability

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Strategy & Design. *Overview*

KURTIS DANKA
Strategy and Design

Chief Technology Officer

The Strategy and Design team works to put strategic technology initiatives into action, define enterprise technology standards and processes, and align the state's technology vision with the business needs of our partner agencies

- Develop enterprise IT vision, strategies and architecture across all of EIS and the Enterprise
- Establish enterprise technology capabilities, standards and processes
- Support strategic alignment within the enterprise portfolio
- Achieve results in support of the EIS Strategic Framework and priorities established by the Governor, State CIO and Legislature

Data Governance & Transparency. *Overview*

KATHRYN HELMS
Data Governance
and Transparency

Chief Data Officer

The Data Governance & Transparency team works to enable the utilization of data as a strategic asset—improving service delivery, facilitating cross-agency collaboration, identifying cost savings, and enhancing transparency

- **Open Data.** Enabling the state to unlock the value of public data through standards that enable the public to search, extract, organize and analyze high-value datasets
- **Data Strategy.** Coordinating an enterprise approach to data management that promotes the availability of consistent, secure, accurate, timely, and accessible information
- **Geospatial Framework Data.** Collaborating with local governments to collect, disseminate, and steward trusted data elements
- **Data Analytics.** Collaborating to identify common and shared data to analytic solutions

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Data Center Services. *Overview*

SANDY WHEELER
Data Center Services

Director

JAMES FOSTER
Data Center Services

Deputy Director

Data Center Services is the utility services provider for computing and network infrastructure, relied on by State agencies and a number of local government entities

- Managed Computing Services
- Data Storage Services
- Data Network Services
- IT Professional Services
- Enterprise Email Services
- Colocation Services*

Key Accomplishments and Planned Initiatives

EIS Program Areas. *2019–21 Key Accomplishments*

Project Portfolio Performance

- **Oversight Model Refresh** – Implemented Secretary of State Audit recommendations, including; a tiered oversight model based on project complexity and agency project management maturity, Project Manger-level assignments, publication of a Project Oversight Guide, and a refresh of the statewide *Information Technology Investment Oversight* policy, 107.004.130
- **2021-2023 IT Project Prioritization** – Agencies submitted a prioritization matrix for all major IT projects (e.g., >$1M) as part of the biennial budget development process to inform the Governor's Recommended Budget

Cyber Security Services

- **Statewide Security Strategy.** Partnered with Gartner and Executive Branch agencies to clarify security roles and responsibilities (i.e., RACI matrix), establish a framework for the development of a future Cyber Security Services catalog, and to assess the maturity of security operations and develop recommendations (e.g., vulnerability management)
- **Election Security.** Partnered with Secretary of State to deploy Albert Sensors to 30 Oregon Counties enabling enhanced visibility statewide and sharing of threat intelligence

Shared Services

- **OR-Alert.** Completed pilot deployments of the OR-Alert system with the Office of Emergency Management, Office of the Governor, and Klamath County
- **Basecamp – IT Supply Chain Management.** Added IT Vendor Managed Services, Wireless Management Services, and Digital Subscription Management Services to the IT contracts portfolio and matured vendor performance evaluation process

Strategy & Design

- *Cloud Forward.* Published *Cloud Forward. A Framework for Embracing the Cloud in Oregon – version 1.0*
- **Microsoft 365 (M365).** Consolidated 40,000+ M365 licenses across all Executive Branch agencies, established a require baseline for multifactor authentication (MFA), and migrated 45+ agencies to the new M365 environment

Data Governance & Transparency

- **Statewide Data Strategy.** Established the first enterprise Data Strategy for the State of Oregon, establishing a mission, vision, and biennial action plan for leveraging data as a strategic asset, and focusing on three critical themes: governance, ethical use, and data-informed culture
- **Geospatial Data Sharing Initiative ("GeoHub").** Enabled agencies to share high priority framework datasets in both secured and open formats, and improved coordination amongst agencies during emergency response, e.g. wildfire, COVID-19, Cascadia

Data Center Services

- **DCS Power Buildout.** Increased the electrical, HVAC and resiliency of the data center, adding a third generator and additional battery backup capacity, adding hot/cold aisle containment in the colocation space to increase efficiency, installing motion-active LED lighting on the data center floor and earning $500,000 rebate from Energy Trust of Oregon
- **Co-Location Services.** The new service offering includes, dual power feeds and network connectivity for resilience, environment sensors, active monitoring, and enhanced security with magnetic locks requiring electronic badge access for each individual rack and increased camera surveillance and logging for each time the rack door is opened or closed

EIS Program Areas. *2021–2023 Planned Initiatives*

Project Portfolio Performance

- **Mature Project Transparency and Accountability.** Improve project on-budget performance, improve project on-time performance, and assess maturity of IT Governance for Executive Branch agencies
- **Continued Improvement of Oversight Model and Engagement.** Improve Oversight Model training program, enhance engagement and communications with key stakeholders, and continue refining the Oversight Model (as needed)

Cyber Security Services

- **Mature Enterprise Vulnerability Management Program (POP 126).** Implement recommendations from Gartner Consulting Services supporting the maturation of its vulnerability management (VM) program to a level of "*minimum due diligence*"—by increasing capacity, realigning VM roles and responsibilities between CSS and Executive Branch agencies (EBAs), and expanding the scope of enterprise vulnerability scanning
- **Cybersecurity Assessments.** Asses the 30 Agencies, Boards and Commissions identified in the recently released assessment schedule using the 6 Basic Controls identified by Center for Internet Security (CIS)

Shared Services

- **OR-Alert.** Complete statewide deployment of OR-Alert and partner with state local, and tribal emergency managers to identify best practices for issuing alerts, warnings and notifications
- **Basecamp – IT Supply Chain Management.** Develop dynamic vendor management scorecards and 3-year Vendor Management program plan, and expand stakeholder engagements through on-line training videos, buyers guides and customer development materials

Strategy & Design

- *Cloud Forward* **Implementation.** Establish Cloud Center of Innovation (CCoI) and Cloud Services Advisory Council (CSAC) and partner with Data Center Services in providing cloud services brokering.
- **Network and Security Modernization Program.** Establish a baseline program for building a modern, high-speed, resilient and secure network that positions the State of Oregon to realize the vision outlined in *Cloud Forward*—providing direct connections with leading Cloud Service Providers and enabling multi-cloud management and brokering

Data Governance & Transparency

- **Data Strategy Execution.** Establish a biennial action plan and roadmap, identifying critical actions in the areas of governance, ethical use, and data literacy, and expand the Chief Data Officer Advisory Group to govern execution
- **Open Data.** Publish the first enterprise data inventory during Year 1, partner with agencies to prioritize and begin publishing data in 2022 and complete a redesign of data.oregon.gov—improving navigation and usability/accessibility

Data Center Services

- *Cloud Forward* **Implementation.** Establish value-added cloud service brokering offerings with leading Cloud Service Providers
- **Link Oregon.** Complete migration of the state network backbone to Link Oregon's modern, high-capacity, middle-mile fiber network

EIS Enterprise Portfolio. *Link Oregon Partnership*

- **Fiber Partnership.** Link Oregon was founded by EIS and the state's four research universities 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 Portfolio. *OR–Alert*

Mass Notification with Incident Communications. Enabling local and statewide alerts and warnings across 25+ channels using GIS-based message targeting, and providing templates that automate recipients and content based on location, incident type and severity—reducing error and ensuring message integrity*

Community Engagement. Enabling anonymous opt-ins to state and local notifications using keywords or ZIP codes, and providing one-click publishing across all channels*

SMARTWeather. Specific, map-driven, targeted, rules-based and automated weather alerts from the National Weather Service*

OR-Alert

powered by

everbridge®

PREPARE **RESPOND** **RECOVER**

OR-Alert Mission - *Ensure access to timely and informative alerts, warnings and notifications (AWNs) through implementation of a statewide system that enables state, county, city and tribal governments to issue AWNs—providing people in Oregon with meaningful opportunities to make life-saving decisions in the face of emergencies*

For additional information see the Mass Notification Data Sheet, the Community Engagement Data Sheet for additional details, and the SMARTWeather Data Sheet for additional details on features and capabilities

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EIS Enterprise Portfolio. *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

M365 Foundations

Microsoft Azure AD

- Enterprise Global Address Library (**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

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
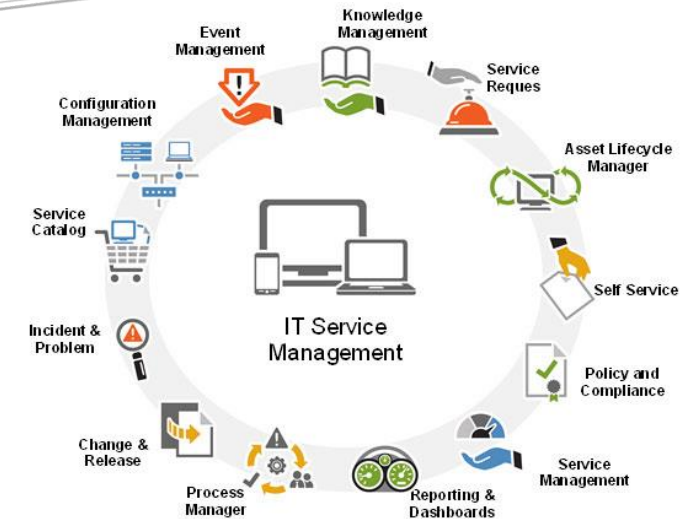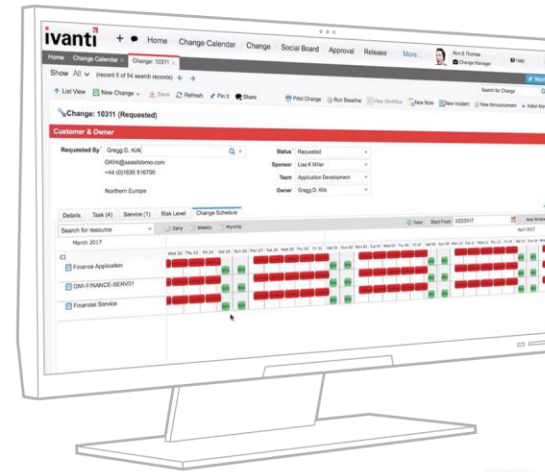
EIS Pandemic Support

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 (Oregon Health Authority, Department of Human Services (DHS), the Employment Department (OED), and Oregon State Police)

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

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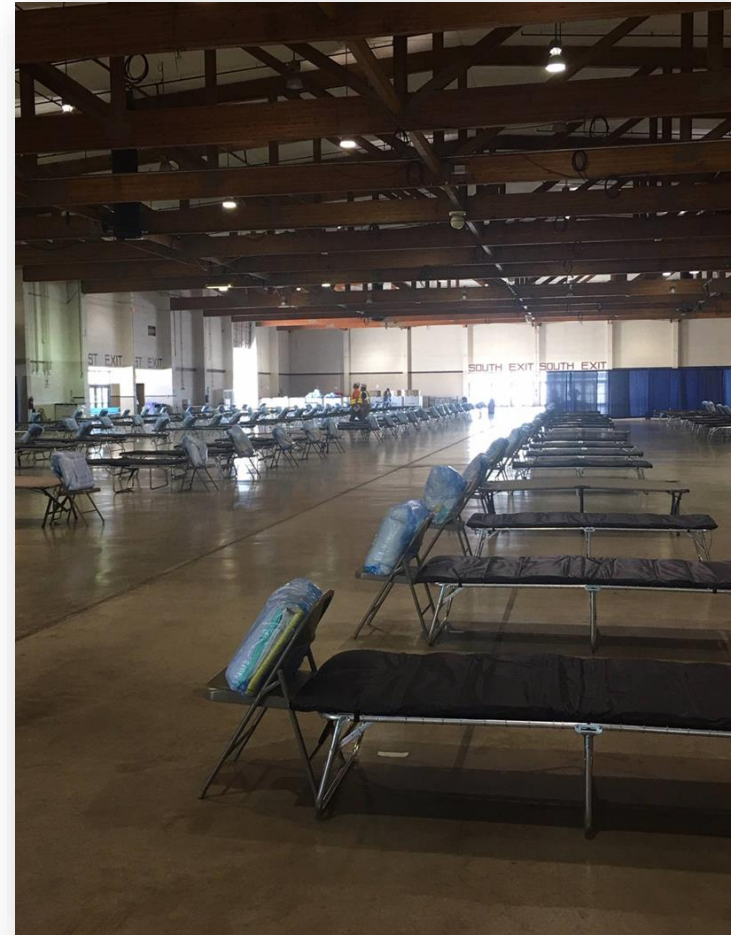
Pandemic Support. *Microsoft 365 (M365)*

Accelerated Migration and Deployment

- Accelerated migrations of 40+ agencies
- Assisted agencies with M365 apps deployment
- Enabled federation with DHS/OHA
- Finalized tenant architecture

Security

- Established security baseline configuration
- Deployed multifactor authentication (MFA) using Microsoft Authenticator

Mobility

- Conducted initial planning for Microsoft Endpoint Manager (MEM) – InTune and Defender Endpoint detection and response deployment

Licensing

- Completed M365 E5 license negotiations
- Standardized M365 Enterprise Licensing (E5)
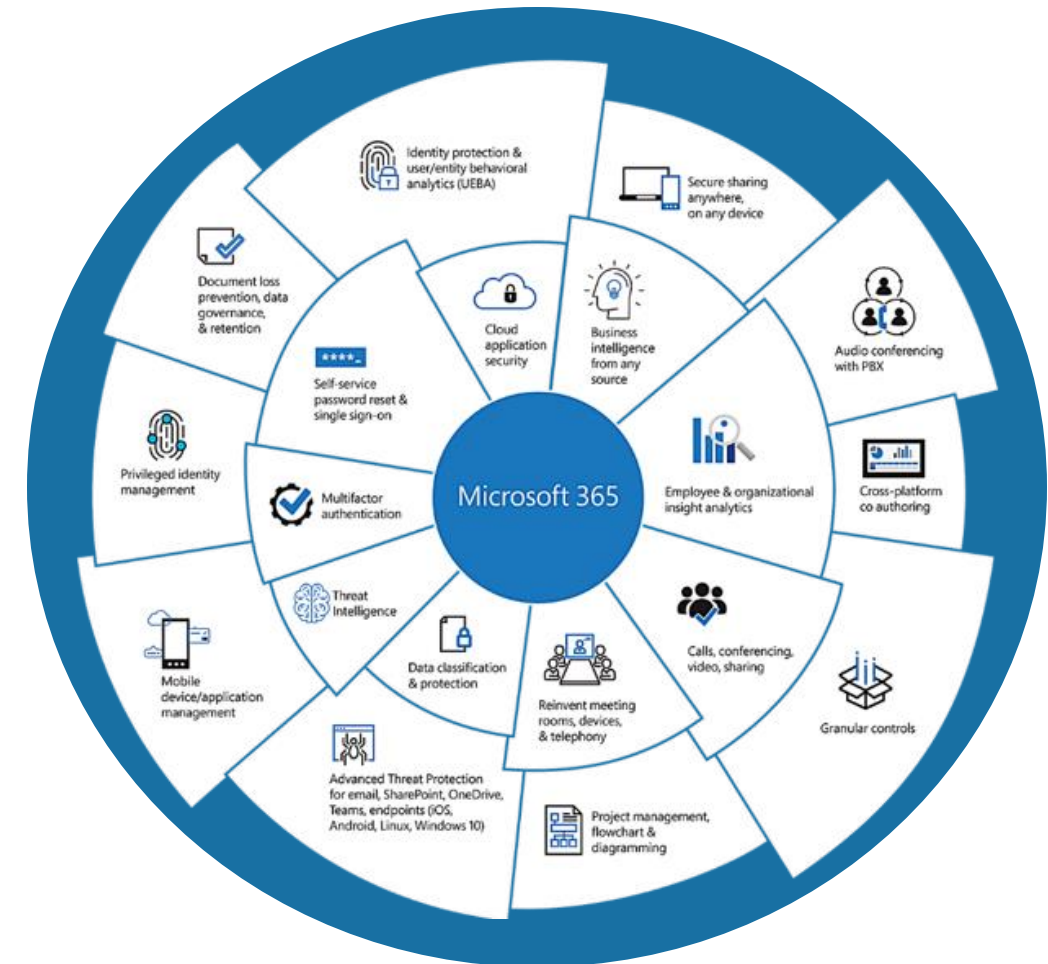
Pandemic Support. *Cyber Security Services*

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

Pandemic Support. *Shared Services*

E-Government
- Leveraged cloud infrastructure to increase Oregon.gov capacity in response to unprecedented COVID-19 website traffic
- Enabled rapid development and deployment of emergency-related websites

Telephony
- Created new call center capacity to support agency extended usage
- Provided extensive telecom services at temporary hospital and pharmacy at State Fairgrounds

Emergency Management
- Extensive involvement in COVID-19 and Wildfire responses

Questions?