

# Strategic Framework

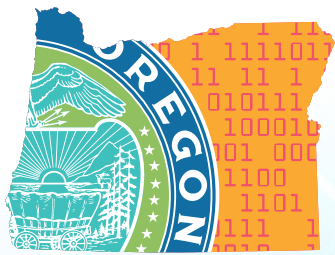
## 2023-2026

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*Version 2.0*



**ENTERPRISE**  
information services



# ENTERPRISE information services

## Our Mission

Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.

## Our Vision

Ensuring accessible, reliable and secure state technology systems that equitably serve Oregonians.

## Our Values

### » ACCOUNTABILITY

We are responsible for quality outcomes and share information openly and honestly.

### » CUSTOMER-FOCUS

We listen and seek to understand our customer needs.

### » COLLABORATION

We build trust and establish mutual purpose to forge effective partnerships across the enterprise.

### » INNOVATION

We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.

2023-2026

## Objectives

» DELIVER SERVICE EXCELLENCE

» MATURE PROJECT TRANSPARENCY AND ACCOUNTABILITY

» MATURE STATEWIDE CLOUD STRATEGY AND BROKERAGE SERVICES

» MATURE OREGON'S DATA GOVERNANCE

» IMPROVE OREGON'S CYBERSECURITY POSTURE

» MATURE LEGACY SYSTEM MODERNIZATION STRATEGIES

## MESSAGE FROM THE STATE CIO

Dear Colleagues,

It's hard to believe that nearly four years have passed since we last came together to shape a vision for our future. When I reflect on all that we have been through – historic storms, fires, and heatwaves, social unrest, and a two-year pandemic – a few words come to mind: Turbulence. Turmoil. Crisis. Pain. Loss. As a state, we have repeatedly been tried and tested beyond comprehension. Dedication. Pride. Service. We made it through because we have incredible **people**. We made it through because we have repeatable **processes**. We made it through because we have made critical investments in **technology**. We made it through because we are RESILIENT.



In the world of information technology, resilience is defined as an organization's ability to maintain acceptable service levels through severe disruptions, both of critical processes and the IT systems which support them. Not only have we met those service levels through some truly extraordinary times, but we also began to transform Enterprise Information Services (EIS) into a more agile, proactive operation to achieve seemingly ever-changing business and customer needs. We have all learned to live, work, and play in new and remote ways. At EIS we are proud to have been at the forefront of this transformation and grateful to have been called upon as trusted partners to introduce new technologies under some incredible circumstances. I want to extend my profound gratitude to our strategic business partners. Many Directors have built amazing relationships with their Assistant State CIOs and are making measurable progress on their agency modernization plans. The Enterprise Leadership Team and the Enterprise IT Governance Committee have been a steady presence over the course of this journey, and we could not have done any of this without your leadership, buy-in and support.

As we begin to pivot toward the next three years, it's time to refresh our strategy. The core of who we are – our Mission, Vision, and Values – remains the same. EIS will again commit to a progressive set of Goals and Objectives that focus on the maturation of our people, processes, and technologies; however, we encourage and welcome you to join us on completing the next leg of our digital transformation. Legacy system modernization, open data, cloud, and shared services will remain at the forefront and help foster alternatives to traditional IT delivery models, and more than ever before, we will be looking for your continued partnership as we critically examine business processes in a way that will continue to enable change – better decision making, increased efficiencies, and more personalized customer experiences.

We remain steadfast and passionate for our work and are dedicated to delivering public services that will be accessible, reliable, secure, and available wherever and whenever needed—services that support the health, safety, and economic well-being of all Oregonians. On behalf of Enterprise Information Services, I am pleased to present you with our Strategic Framework for 2023-2026. I look forward to our continued partnership and hope you will join us in building the next generation of modern technology.

Sincerely,

A handwritten signature in blue ink, appearing to read "Terrence Woods", written over a light blue horizontal line.

Terrence Woods  
Chief Information Officer  
State of Oregon



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## GUIDING PRINCIPLES

The state provides numerous services to help Oregonians live healthy, fulfilled lives. From enrolling in healthcare to managing the criminal justice system, to tracking students' progress in school, Oregonians depend on software systems to deliver these services. In leveraging technology to transform service delivery, policy and technology leaders need to adhere to guiding principles that will lead to successful and measurable outcomes. The following principles are aligned with the Enterprise Leadership Team and Enterprise IT Governance Committee's vision for information technology:

- ✓ Collaborate and promote visibility
- ✓ Think and work holistically
- ✓ Keep things simple and practical
- ✓ Start where the customer is
- ✓ Focus on value for the customer

## OUR MISSION

Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.

## OUR VISION

Ensuring accessible, reliable and secure state technology systems that equitably serve all Oregonians.

**Accessible:** providing an equitable user experience that is intuitive, straightforward and provides quick access to common features and work streams.

**Reliable:** implementing, maintaining, and operating information systems that consistently perform according to business and technical specifications for service delivery.

**Secure:** protecting the confidentiality of data, preserving the integrity of data, and promoting the availability of data for authorized use.

## OUR VALUES

**Accountability:** We are responsible for quality outcomes and share information open and honestly.

**Customer-Focus:** We listen and seek to understand our customers' needs.

**Collaboration:** We build trust and establish mutual purpose to forge effective partnerships across the enterprise.

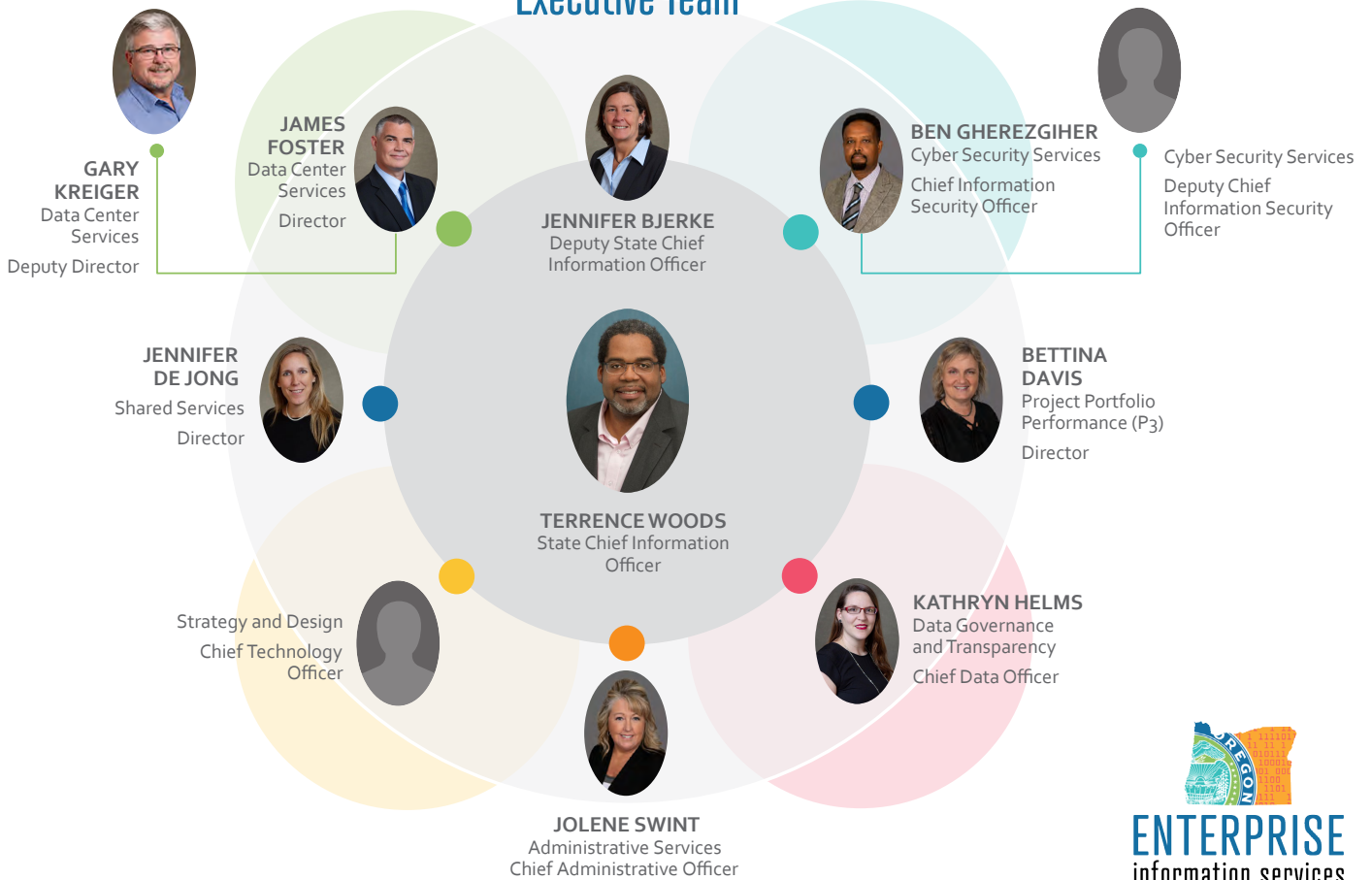
**Innovation:** We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.

# MEET OUR PEOPLE

Enterprise Information Services (EIS) is comprised of seven programs staffed by nearly 300 employees who are committed to delivering accessible, reliable, and secure solutions. The EIS leadership group meets weekly to discuss strategy, projects, and policy.

## ENTERPRISE INFORMATION SERVICES

### Executive Team



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## OUR PROGRAMS

### Project Portfolio Performance

The Project Portfolio Performance team is key in implementing and using the IT Governance Framework which includes oversight and portfolio management of all major IT investments. Using a standard framework and statewide policies, staff work with all state agencies to identify and resolve IT project issues, striking a balance between central delivery and agency flexibility. The staff serves as advisors, making recommendations for agency alignment with enterprise objectives, project management and IT governance maturity, and industry best practices. They look for solutions and cost-sharing opportunities across multiple agencies and offer alternate solutions to business problems. This program helps facilitate efficient decision making, policy and statutory adherence, and provides tools and software training to assist agencies in achieving project success.

### Shared Services

Shared Services works to increase alignment of existing enterprise programs including E-Government, Quality Assurance and Statewide Interoperability. The program also focuses on the development of shared service models.

### Data Center Services

Data Center Services is organized around technical domains that align with its computing and network infrastructure services. Services are determined by customer demand, funding and computing environment needs, and are defined in the Data Center Service Catalog. All platforms are built using best practices and state security standards and are maintained and monitored to ensure a reliable computing experience. Staff ensures that systems are delivered and meet defined customer requirements.

### Cyber Security Services

Cyber Security Services brings together enterprise security - governance, policy, procedure, and operations - under a single, accountable enterprise organization. This allows for end-to-end direction setting and execution for enterprise security. The team is comprised of a policy and controls section for setting enterprise security policy and the associated controls to ensure compliance, a solutions section driving enterprise security architecture, a services section to deliver on day-to-day enterprise security operations in the Data Center, and a security operations center – providing dedicated, real-time security monitoring and response across enterprise operations. Cyber Security Services personnel work collaboratively with Data Center domain teams to deliver secure solutions to customers.

### Strategy and Design

The Strategy and Design team works to instantiate strategic technology initiatives, enterprise technology standards and processes, and policy which align technology vision with business strategy.





## Data Governance and Transparency

The Data Governance and Transparency team is tasked with the establishment of Open Data standards, providing technical guidance on the proactive release of publishable data, development of an enterprise data and information strategy, maintaining the data.oregon.gov web portal for the release of publishable data, and managing the Oregon Transparency and Geospatial programs.

## Administrative Services

The Administrative Services team is responsible for day-to-day management of the EIS Budgets, executive support services, project management and governance services.

The Project Management Office has been established to create a culture of consistent project delivery across EIS. Project management is viewed as a core competency and EIS is committed to effective use of project management principles and methodologies to execute projects on schedule, within budget, and in accordance with industry-leading standards for quality.

## 2019-2023 RETROSPECTIVE

In order to improve the future, it's important to reflect on the past. The years 2020-2023 were busy and progressive – there are wins to celebrate and foundations to build upon. As an enterprise, we made modest gains in Modernization Planning with Department of Human Services, Oregon Health Authority, Oregon Department of Transportation, Oregon Employment Department and Department of Revenue leading the way. Agency IT Governance continues to mature as well with Department of Human Services, Oregon Health Authority, Department of Revenue, EIS (DAS), Public Employees' Retirement System and Department of Consumer and Business Services doing some good work. Commensurate with the 2020-2023 Strategic Framework, EIS delivered on several significant initiatives to include but not limited to:

- Oregon made a big step forward in broadband access with Link Oregon – a non-profit consortium of the state's four largest universities and EIS. In June 2021, Link Oregon built out high-speed, resilient, middle-mile fiber [broadband connectivity](#) to Oregon's public and non-profit sectors that serve rural communities in southern and eastern Oregon. The Link Oregon partnership provides the state with ample and scalable bandwidth to meet the needs of today and tomorrow. The cloud connectivity options and peering points give the state additional options in providing connectivity for state agencies.
- The completion of Microsoft 365 migration for the Executive Branch gives the state an enterprise collaboration platform we've not had before. The common tool sets, dedicated enterprise support staff and vendor support make collaboration, coordination, and communication easier for agencies to serve Oregonians.
- Shared Services implemented OR-Alert, the new statewide alerts and warnings system. It has been deployed to 22 state agencies, 34 counties, and 2 tribal governments and more than 2,800 county, tribal, and state employees have been through our standardized training program. The system now contains over 470,000 voluntary opt-in contacts and emergency alerting authorities at the state and local level now have access to nearly 3 million verified residential and commercial landlines, VoIP numbers and cellular wireless contacts that they can reach in an emergency.
- Cyber Security Services (CSS) deployed VPN (SSL) as an enterprise service option for a safe and secure method to connect to state resources and published its first service catalog and RACI to articulate the services CSS provides to state agencies. This clarity provides information on how to acquire CSS services and identifies the accountability from both an agency and cyber security services perspective.



- Seeking to improve the way the state of Oregon uses data to serve all Oregonians, the Data Governance and Transparency Program released Oregon’s Data Strategy in February 2021. The Data Strategy, with critical focuses on governance and effective management, ethical use, and building a data-informed culture, is a critical and foundational component as Oregon establishes data governance, data management, and an analytics strategy. The Oregon Transparency Website, whose mission is to “open state government to all” contains helpful information about Oregon’s budget, expenditures, revenues, and financial data for quasi-public entities and Education Service Districts. In March of 2020, Oregon’s Transparency Website was redesigned and relaunched with more interactive visualizations and additional engaging content.
- The Project Portfolio Performance Program (P3) updated the IT Investment Oversight Policy (107.004.130) and introduced tiered oversight, assessing projects based on complexity, agency project management maturity, and project management qualifications. In preparation for the 2023-25 Enterprise IT Governance Committee (EITGC) Budget Prioritization process, P3 updated the Budget Instructions, refreshed the instruction guide, and revised the business case template to integrate relevant components of the Governor’s *Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging in the State of Oregon*. Working in partnership with EITGC, the Project Prioritization Matrix was revised to incorporate elements of the *DEI Action Plan* and EIS Enterprise Strategies, including *Cloud Forward*, *Oregon’s Data Strategy*, and the *Modernization Playbook*.
- The Co-Location service line launched at the State Data Center provides robust and resilient power, cooling, and network for agency managed compute in a purpose built and fully supported facility and the IT Service Management implementation enables a structured approach to service management and enables standardization, automation, and self-service capability for our service lines.

## LEANING INTO THE FUTURE

The business of state government is ever evolving, and technology is constantly advancing. As such we recognize that our leaders must embrace this challenge, which requires a blend of vision, discipline, and endurance. We recognize that our responsibilities must grow along with our customers' needs and our employees' talents and skill sets. Consistent with Governor Kotek's pledge to deliver results on issues of shared concern across the state, we will continue our work to connect our most vulnerable and needy Oregonians with critical, quality-of-life services, to include:

- ✓ Affordable Housing/Addressing Homelessness
- ✓ Access to Mental Health and Addiction Treatment
- ✓ Successful Schools

### 2023-2026 Key Drivers

- ✓ Investment Governance
- ✓ Digital Transformation
- ✓ Data Utility
- ✓ Information Security
- ✓ Talent, Skills, and Leadership

### 2023-2026 Objectives

- ✓ Deliver Service Excellence
- ✓ Mature Project Transparency and Accountability
- ✓ Mature Statewide Cloud Strategy and Brokerage Services
- ✓ Mature Oregon's Data Governance
- ✓ Improve Oregon's Cybersecurity Posture
- ✓ Mature Legacy System Modernization Strategies

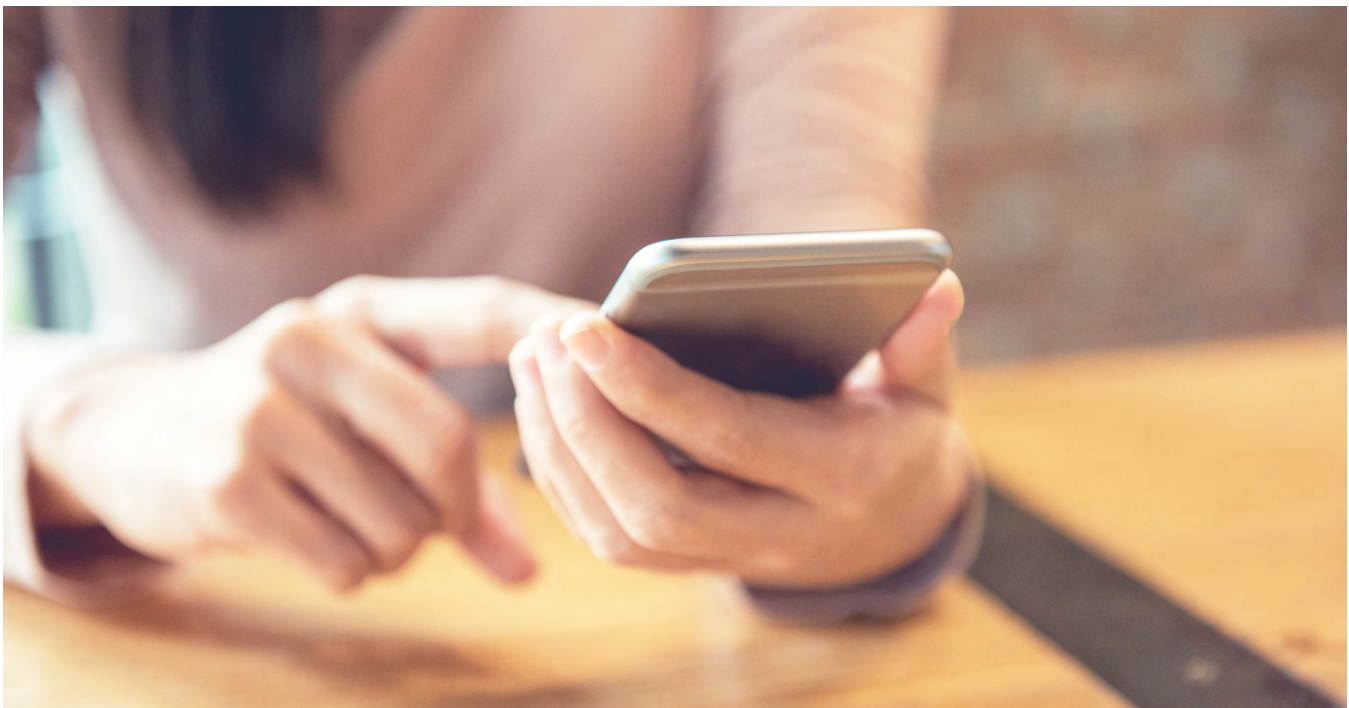
## OBJECTIVE: Deliver Service Excellence

### Goal 1: Enable service flexibility and improve resiliency.

- ✓ Strategy: Conduct an EIS-wide needs assessment (against IT Architecture Vision and guiding principles), internal staff skills capabilities assessment, and outsource-versus-in-source assessment and develop/implement correlating alignment plan.
- ✓ Strategy: Improve productivity gains and service flexibility through cloud-based automation and agile services. Will need to upskill on-premises focused IT teams to cloud technologies.
- ✓ Strategy: Shift low-value infrastructure management activities and continuous cost optimization responsibilities to long-term strategic partners and cloud-native providers.
- ✓ Strategy: Deliver modern data center services built on simplicity, agility, and operationally resilient and elastic infrastructure utilizing secure cloud services in a native or hybrid models and secure on-premises next-generation technologies.

### Goal 2: Mature statewide emergency communications interoperability and resilience.

- ✓ Strategy: Expand and reinforce the use of the OR-Alert Program.
- ✓ Strategy: Support the Statewide Interoperability Executive Council (SIEC) via the Statewide Communications Interoperability Plan (SCIP) and continue maturing the resiliency and interoperability of emergency communications for the state.



## OBJECTIVE: Mature Project Transparency and Accountability

**Goal 1: Reinforce the adoption and application of formal project management principles, standards and emerging best practices that support accountability and value delivery on behalf of people in Oregon.**

- ✓ Strategy: Introduce project tailoring that aligns with the EIS oversight process and customer expectations.
- ✓ Strategy: Refine the use of tiered oversight to align with partner expectations and investment risk and to accelerate the adoption of agile and iterative development approaches.
- ✓ Strategy: Upgrade and enhance the enterprise Project and Portfolio Management (PPM) tool, through implementation of the modern UX (User experience), to enable effective collaboration and communication with agency partners, IT investment governance, internal performance and portfolio metrics, and research integration with industry-standard project management tools.
- ✓ Strategy: Enhance published project status reports and health indicators to more effectively portray project status and provide related information in formats flexible to users.

**Goal 2: Strengthen service integration and policy area coordination within EIS to support IT investment maturity and alignment with enterprise standards, strategies, and architecture—accelerating cloud adoption, the use of data as a strategic asset, and digital transformation.**

- ✓ Strategy: Develop a high-level EIS service map and service catalog for all program areas, operating-level agreements, and service-level performance metrics.
- ✓ Strategy: Ensure that proposed agency IT investments align with EIS enterprise strategies, documented standards, and policy area modernization plans.
- ✓ Strategy: Refine the Agency Maturity Assessment to better align with the Assistant State CIO prescribed IT governance approach.

## OBJECTIVE: Mature Statewide Cloud Strategy and Brokerage Services

**Goal 1: Provide a framework to guide agency adoptions to enterprise cloud infrastructure and platform services.**

- ✓ Strategy: EIS will establish cloud brokerage services to assist agencies in determining and implementing the best solution to meet technical and business requirements.
- ✓ Strategy: EIS will provide learning opportunities for agency IT staff on provider cloud adoption frameworks, platforms, and tools.

**Goal 2: Establish a Network and Security Modernization Program.**

- ✓ Strategy: Provide a reliable, secure, and scalable foundation in support of business functions and modernization initiatives for all state agencies and their customers. The future state network and security infrastructure are expected to deliver comprehensive and integrated capabilities including:
  1. Network Connectivity
  2. Network Security
  3. Network Resiliency
  4. Network and Security Management
  5. Network and Security Operations

# Objective: Mature Oregon's Data Governance

Building upon the release of Oregon's first Data Strategy, the Data Governance and Transparency Program continues to invest in the three strategic pillars of the Data Strategy: Governance and Effective Management, Ethical Use, and Data-Informed Culture. Data continues to be one of the most valuable strategic assets of the state, but it must be used appropriately, ethically, and with equity in mind. As Oregon matures its baseline data governance, it is expanding into critical strategic areas such as data sharing, data equity, open data, and data literacy, to provide meaningful insights that improve the lives of Oregonians.

**Goal 1: Enterprise Data Leadership:** Lead the state in implementing Oregon's Data Strategy by providing plans, frameworks, standards, and training that advance data sharing and coordination across the enterprise.

- ✓ Strategy: Establish strategic plans to enable the effective and ethical use of data.
- ✓ Strategy: Advance data sharing as a program through a standardized memorandum of understanding (MOU) and data sharing process.
- ✓ Strategy: Improve geospatial data sharing and coordination between public bodies.

**Goal 2: Enterprise Data Policy and Research:** Establish enterprise data policy and research function to deliver guidance to agencies in critical data areas.

- ✓ Strategy: Build data equity and ethics guidance for agencies.
- ✓ Strategy: Create a holistic approach to data governance.

## Goal 3: Program and Performance

**Management:** Support and monitor the daily operations of the Data Governance and Transparency Program to improve service delivery to the enterprise.

- ✓ Strategy: Establish Program Management approach in Data Governance Transparency.
- ✓ Strategy: Establish Performance Management approach in Data Governance Transparency.

**Goal 4: Data Delivery:** Deliver high quality data products for use and analysis by state agencies and the public.

- ✓ Strategy: Expand existing data curation services to include the GeoHub Portal.
- ✓ Strategy: Provide high-quality, authoritative open data for use by public bodies and the public through an open data platform.

**Goal 5: Open Data and Transparency:** Mature open data and transparency statewide and ensure constituents have access to meaningful data about how state government operates.

- ✓ Strategy: Strengthen the operational relationship between the Oregon Transparency Program and the Open Data Program to highlight datasets of public interest.
- ✓ Strategy: Mature Oregon's Open Data Program and enable agencies to publish open datasets according to their Open Data Plans.

# Objective: Improve Oregon's Cybersecurity Posture

Advance the State of Oregon's mission through the collaborative development and adoption of enterprise-wide cybersecurity policies matched by prioritized risk management-based implementation of cybersecurity defenses.

**Goal 1: Identify:** Implement cybersecurity risk management measures and risk management processes to reduce cybersecurity risks across the enterprise.

- ✓ Strategy: Implement a state-wide cybersecurity framework to provide industry best practice standards, processes, and roles/responsibilities for identifying, protecting, detecting, responding to, and recovering from state-wide cybersecurity risks.
- ✓ Strategy: Mature enterprise-wide baselines for comprehensive and standardized cybersecurity metrics reporting.
- ✓ Strategy: Develop and mature robust security monitoring to secure the enterprise IT environments.

**Goal 2: Protect:** Develop and implement enterprise safeguards to reduce risk and increase awareness and resiliency.

- ✓ Strategy: Develop requirements and corresponding solutions to ensure the confidentiality, integrity, and availability of IT information assets.
- ✓ Strategy: Adopt updated cybersecurity standards and best practices (including cybersecurity federal/state requirements that are specific to agencies) and develop a statewide risk register that lists substantial mission critical information assets and associated mitigation plans.
- ✓ Strategy: Improve policies and controls to harden the state's infrastructure and network environment by implementing strong authentication accountability, zero trust principles and supporting technology, controls that provide 360 visibility for the EIS Security Operations Center (to include cloud, on-premises, and partner information assets).

- ✓ Strategy: Foster a culture of cybersecurity that empowers state IT personnel, in accordance with cybersecurity policies, procedures, and practices, as a force multiplier in the first-line defense against growing and persistent, pervasive cyber threats.

**Goal 3: Detect:** Develop tools and processes to accelerate notification of cybersecurity threats.

- ✓ Strategy: Employ modern tools necessary to accelerate cyber threat detection, notification, and response across the enterprise.
- ✓ Strategy: Consolidate disparate cybersecurity intel and streamline information sharing enterprise-wide to strengthen the state's overall security posture.

**Goal 4: Respond:** Consistently respond to anomalies and suspected events.

- ✓ Strategy: Mature our cybersecurity Incident Management Program to effectively combat advanced persistent threats.
- ✓ Strategy: Provide timely and accurate situational awareness necessary to set a tactical response and prioritize resources.

**Goal 5: Recover:** Develop and implement an incident triage, response, and recovery process to contain and eliminate cybersecurity threats.

- ✓ Strategy: Focus on identifying and remediating gaps between the requirements of our Continuity of Operations Program (COOP) and Disaster Recovery elements and required EIS IT and information resources support.

## Objective: Mature Legacy System Modernization Strategy

As IT systems are modernized, there is opportunity to fundamentally transform the service delivery mechanisms and improve the customer experience, as well as enhance the methods available for delivering these services. There is a broad and diverse customer base with varying levels of technology availability and skills. As such, Oregon services should be presented for consumption with many different methods and with a customer experience that is intuitive, effective, and satisfying.

### **Goal 1: Ensure policy-area and agency modernization plans align with enterprise strategies, architecture, and emerging IT standards.**

- ✓ Strategy: Encourage agencies to strengthen their IT Governance through adoption and maturity of related best practices.
- ✓ Strategy: Support agency development of multi-year IT Strategic Plans that align with EIS' IT Architecture Vision, guiding principles, and standards.
- ✓ Strategy: Position agency derived Modernization Action Plans to provide a roadmap demonstrating how projects will achieve program or modernization goals and outcomes that deliver continuous business value.

### **Goal 2: Develop a high-level model and approach for architecture development to support planning for major modernization initiatives.**

- ✓ Strategy: Establish EIS IT Architecture Vision, guiding principles, and standards.
- ✓ Strategy: Establish a state of Oregon architecture framework, processes, and outputs for utilization in architectural assessments.
- ✓ Strategy: Develop a communications strategy for both business and IT audiences that clearly informs readers of architecture and design considerations in a manner that resonates with that reader.





## SUMMARY CONSIDERATIONS

This strategic framework reflects and reinforces EIS' commitment to continue the work to enhance the accessibility, reliability, and security of state information systems. We stand behind our pledge to embrace accountability, transparency and oversight and look forward to building trust through robust partnerships with our public and private sector peers.

In closing, let's challenge each other to consider what our technologies are really capable of and how we can adapt our business processes to make the most of our investments and efficiently serve the residents of Oregon.

## EIS Strategic Project Priorities 2023-2026

### **Network Security Modernization Program**

Modernize the state of Oregon network and associated enterprise network and security services to provide a reliable, secure, and scalable foundation in support of business functions for state agencies and their customers.

### **M365 Security Enhancements**

M365 Security Enhancements will implement crucial security solutions contained in Microsoft 365 to considerably improve user access controls, authentication, and endpoint device management, as well as Cyber Security Services visibility into the devices and activity on the state's network.

### **Data Center Services Resilient Site**

Implementation of a Data Center Resilient Site to ensure stability and reliability for production systems and enable continuous agency operations.

### **Modernization Roadmap**

The purpose of Modernization Roadmap is to bridge the gap between agency operations and enterprise priorities for consistent modernization plans.

### **Enterprise Mobile Security**

Develop Microsoft Endpoint Manager to enable centralized management of mobile devices for Executive Branch agencies, boards, and commissions.

### **Geospatial Data Management and Sharing (GDMS)**

GDMS will build a portal to allow public bodies to build, manage, and share secure framework data.

### **EIS Website Update**

Creation of a standalone website for EIS using upgraded technologies and a platform that will accommodate EIS stakeholders while increasing visual appeal, ease of navigation, and usability.

## Supporting Legislation

### SB 87 (2017)

The bill amended ORS 291.035(2) (a) so that the State CIO has the discretion to determine whether an IT project exceeding \$5 million does not require independent quality assurance (QA) services. It also maintained a statutory presumption requiring independent QA, unless there was an explicit determination that QA was not required.

### SB 90 (2017)

The bill unified IT security functions and personnel within the Executive Branch of state government—extending Executive Order, 16-13 “*Unifying Cyber Security in Oregon*.” Additionally, the bill established the Cybersecurity Advisory Council within Enterprise Information Services (EIS) and provided the legal foundation for establishing an Oregon Cybersecurity Center of Excellence (CCoE) through public-private-partnership enabling language and by enabling EIS to obtain grant funding. Lastly, the bill requires EIS to return with a detailed CCoE proposal within 2 years. The cross-sector Cybersecurity Center of Excellence is part of a broader Cyber Oregon initiative and is intended to adopt a collective impact model that brings together Oregon’s Cyber-related industries, universities, and local governments to improve Oregon’s overall cybersecurity ecosystem and statewide security posture. (ORS 276A.300-335)

### HB 2906 (2017)

The bill establishes the Oregon Geographic Information Council (OGIC) under statute; provides for sharing of geospatial data (“framework data”) between public bodies beginning in 2020; requires the appointment of a State Geographic Information Officer (SGIO) by the State CIO; requires the SGIO to maintain, secure and provide access to a central geospatial data library for the purpose of sharing geospatial framework data; and establishes the Oregon Geographic Information Council Fund with biennial reporting requirements on funds expended. (ORS 276A.500-515)

### HB 2946 (2017)

The bill amended ORS 184.483 (7) (a) (b) and (d), significantly expanding the range of transparency reporting to include revenue, expenditure, and budget data for the following entities: semi-independent state agencies, public universities, statewide programs operated by public universities, and any public corporation designated in statute. Directs State CIO to include links on the Oregon Transparency website to the data, per established standards, in the format requested. Also, allows other entities to request that links to their websites be posted.

### HB 3361 (2017)

The bill establishes the position of Chief Data Officer (CDO) within Enterprise Information Services. Directs CDO to establish an Open Data standard for the management of data as a strategic asset and proactive release of publishable data, develop an enterprise data and information strategy, and maintain a web portal for the release of publishable data. Requires state agencies to comply with the Open Data Standard and to release publishable data on the data.oregon.gov web portal. (ORS 276A.350-374)

### HB 4023 (2018)

The bill allows the State CIO to provide broadband communications services upon request to local governments, special districts, and federally recognized Indian tribes in Oregon, and focuses the broadband services the State CIO may provide on unserved or underserved areas of Oregon. (ORS 276A.406, ORS 276A.412)

## APPENDIX B

Agency Name		Agency Number
<b>Education Program Area</b>		
1	Higher Education Coordinating Commission	525
2	Department of Education	581
3	Teacher Standards & Practices Commission	584
4	Department of Early Learning & Care	588
<b>Human Services Program Area</b>		
5	Department of Human Services	100
6	Long Term Care Ombudsman	114
7	Psychiatric Security Review Board	399
8	Oregon Health Authority	443
9	Commission for the Blind	585
<b>Public Safety Program Area</b>		
10	Department of Justice	137
11	Oregon Criminal Justice Commission	213
12	Oregon Military Department	248
13	State Board of Parole & Post-Prison Supervision	255
14	Department of State Police	257
15	Department of Emergency Management	258
16	Department of Public Safety Standards & Training	259
17	Department of the State Fire Marshal	260
18	Department of Corrections	291
19	Oregon Youth Authority	415
<b>Economic &amp; Community Development Program Area</b>		
20	Oregon Business Development Department	123
21	Oregon Department of Veteran's Affairs	274
22	Employment Department	471
23	Housing & Community Services Department	914
<b>Natural Resources Program Area</b>		
24	Department of State Lands	141
25	Oregon State Marine Board	250
26	Department of Energy	330
27	Department of Environmental Quality	340
28	Columbia River Gorge Commission	350
29	Oregon Department of Agriculture	603

	Agency Name	Agency Number
30	Department of Forestry	629
31	Department of Geology and Mineral Industries	632
32	Parks and Recreation Department	634
33	Oregon Department of Fish & Wildlife	635
34	Department of Land Conservation & Development	660
35	Land Use Board of Appeals	662
36	Water Resources Department	690
37	Oregon Watershed Enhancement Board	691
<b>Transportation Program Area</b>		
38	Department of Aviation	109
39	Oregon Department of Transportation	730
<b>Consumer &amp; Business Services Program Area</b>		
40	Mental Health Regulatory Agency	108
41	State Board of Tax Practitioners	119
42	Board of Accountancy	120
43	Board of Licensed Social Workers	124
44	Department of Consumer & Business Services	440
45	Oregon Board of Chiropractic Examiners	811
	Health Related Licensing Boards	833
46	• Board of Medical Imaging	833-26
47	• Oregon Mortuary & Cemetery Board	833-17
48	• Board of Naturopathic Medicine	833-18
49	• Oregon Occupational Therapy Licensing Board	833-20
	• Board of Examiners for Speech-Language Pathology & Audiology	833-28
50		
51	• Oregon Veterinary Medical Examining Board	833-29
52	Oregon Board of Dentistry	834
53	Bureau of Labor & Industries	839
54	Oregon Medical Board	847
55	Board of Nursing	851
56	Board of Pharmacy	855
57	Public Utility Commission	860
58	Construction Contractors Board	915
59	Real Estate Agency	919

## Agency Name

## Agency Number

### Administration Program Area

60	Department of Administrative Services	107
61	Employment Relations Board	115
62	Office of the Governor	121
63	Oregon Advocacy Commissions Office	131
64	Department of Revenue	150
65	Oregon Government Ethics Commission	199
66	Oregon Public Employees Retirement System	459
67	State Library	543
68	Oregon Liquor Control Commission	845
69	Oregon Racing Commission	862





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# Enterprise Information Services: 2023-2025 Budget Overview

Terrence Woods, State Chief Information Officer

Joint Committee on Ways and Means  
General Government Subcommittee

March 6, 2023



**ENTERPRISE**  
information services

# Agenda

- ▶ Mission, Vision, Values
- ▶ Strategic Framework, Objectives
- ▶ Statewide IT Organization
- ▶ Enterprise Information Services Program Area Overview
- ▶ Key Performance Measures
- ▶ Accomplishments, Planned Initiatives
- ▶ Budget, Reductions, Vacancy List
- ▶ Policy Option Packages



# EIS Mission

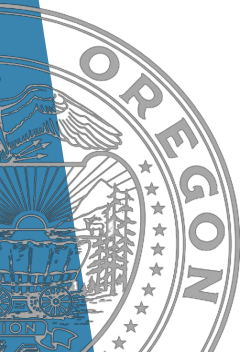
Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.



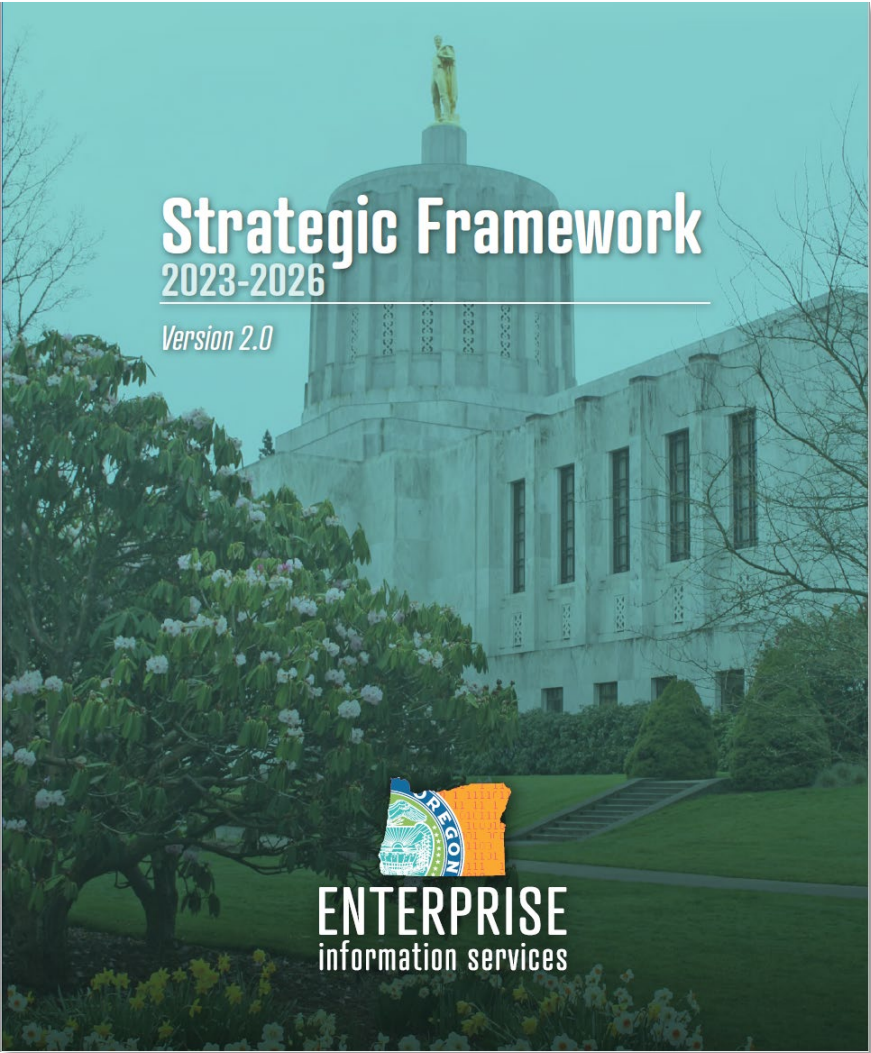
# EIS Vision & Values

Ensuring accessible, reliable and secure state technology systems that equitably serve Oregonians.

ACCOUNTABILITY  
CUSTOMER-FOCUS  
COLLABORATION  
INNOVATION



# Strategic Framework 2023-2026 version 2.0



## ENTERPRISE information services

### Our Mission

Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.

### Our Vision

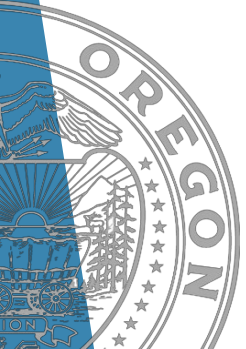
Ensuring accessible, reliable and secure state technology systems that equitably serve Oregonians.

### Our Values

- » ACCOUNTABILITY  
We are responsible for quality outcomes and share information openly and honestly.
- » CUSTOMER-FOCUS  
We listen and seek to understand our customer needs.
- » COLLABORATION  
We build trust and establish mutual purpose to forge effective partnerships across the enterprise.
- » INNOVATION  
We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.

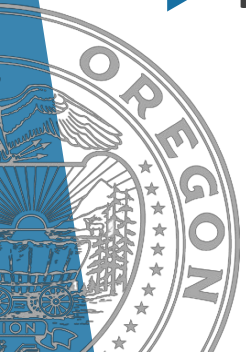
### 2023-2026 Objectives

- » DELIVER SERVICE EXCELLENCE
- » MATURE PROJECT TRANSPARENCY AND ACCOUNTABILITY
- » MATURE STATEWIDE CLOUD STRATEGY AND BROKERAGE SERVICES
- » MATURE OREGON'S DATA GOVERNANCE
- » IMPROVE OREGON'S CYBERSECURITY POSTURE
- » MATURE LEGACY SYSTEM MODERNIZATION STRATEGIES

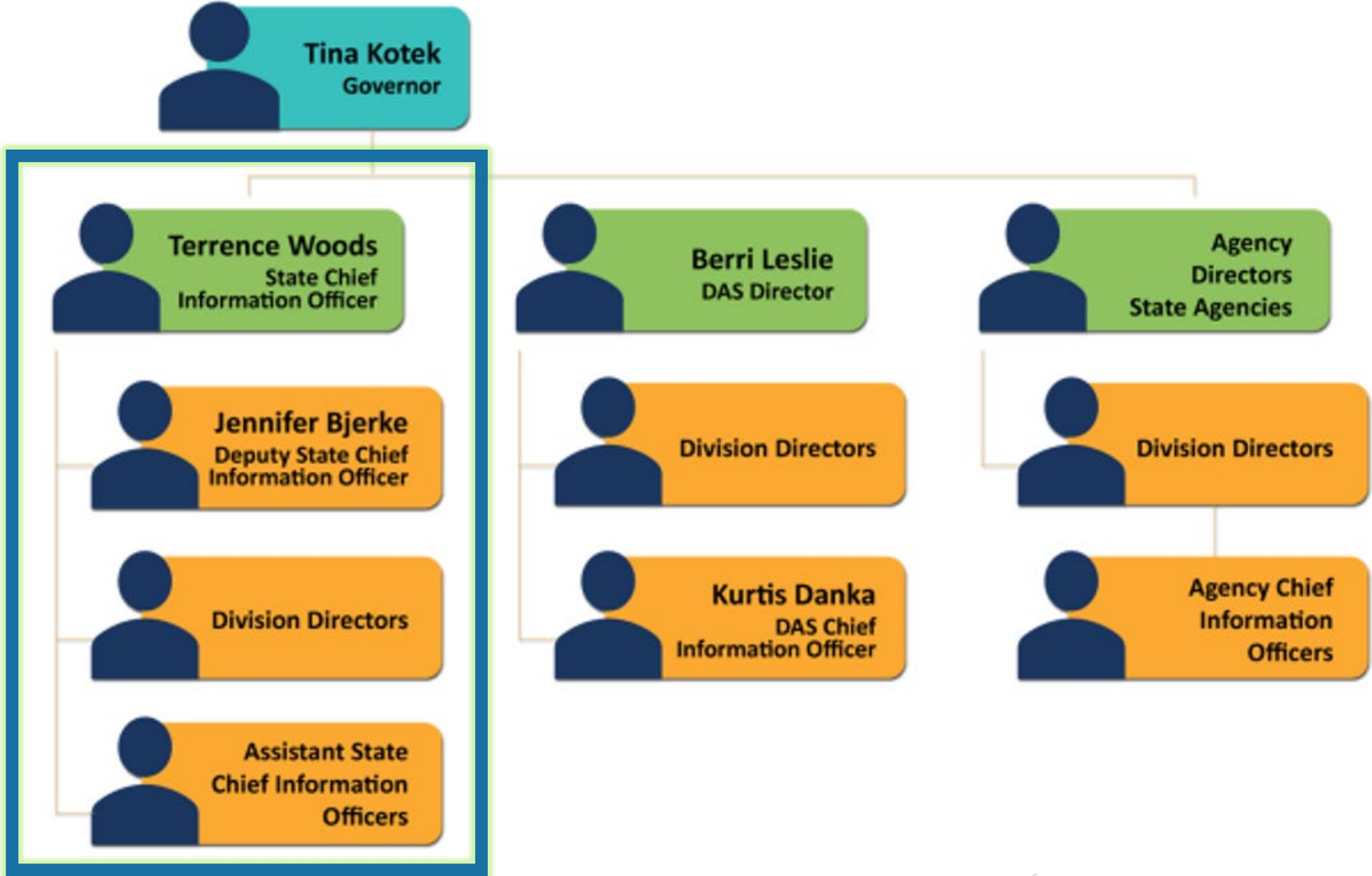


# EIS Objectives

- ▶ Deliver Service Excellence
- ▶ Mature Project Transparency And Accountability
- ▶ Mature Statewide Cloud Strategy And Brokerage Services
- ▶ Mature Oregon's Data Governance
- ▶ Improve Oregon's Cybersecurity Posture
- ▶ Mature Legacy System Modernization Strategies



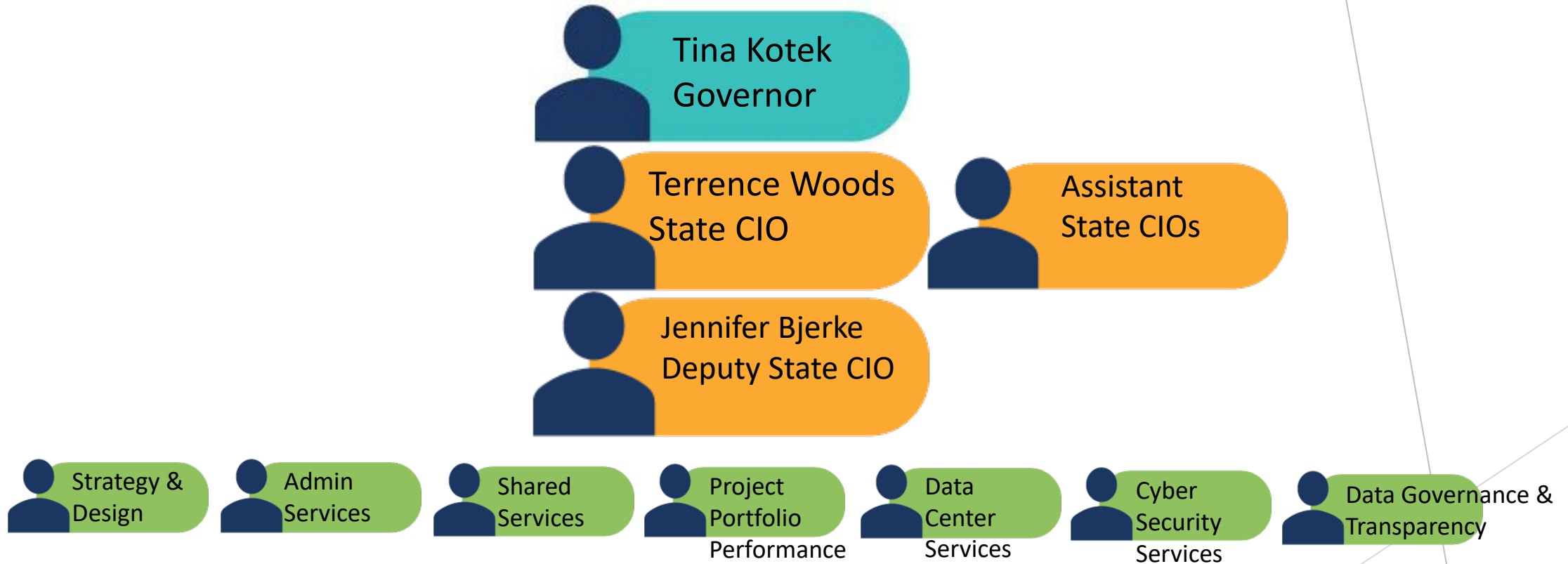
# Statewide IT Organization



# EIS Program Area Overview



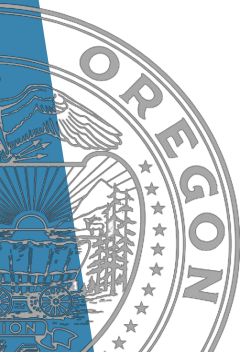
# EIS Overview - Organization Chart



Enterprise Information Services without Data Center Services FTE: 146.00

Data Center Services FTE: 148.88

Governor's Recommended Budget EIS FTE Total: 294.88



# EIS Programs – Strategy & Design

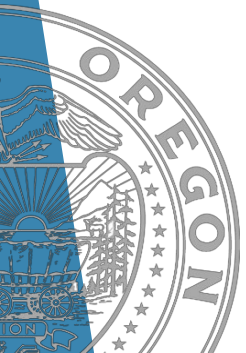


Strategy & Design works to instantiate strategic technology initiatives, enterprise technology standards and processes, and policy which align technology vision with business strategy.

*Chief Technology Officer*



Enterprise Architecture




# EIS Programs – Administrative Services



*JoLene Swint*  
*Chief Administrative Officer*

Administrative Services is responsible for day-to-day management of the EIS Budgets, executive support services, project management and governance services.

-  Project Management Office
-  Administrative Support
-  Support Services
-  Organizational Change Management
-  EIS Governance
-  EIS Budget Support
-  Project Coordination & Business Analysis
-  EIS Contract Services
-  EIS Invoice Coordination Support








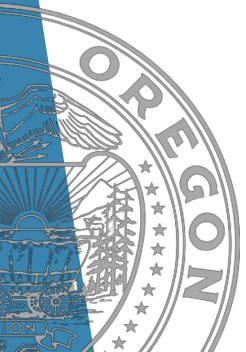
# EIS Programs – Shared Services



*Jennifer de Jong*  
*Shared Services Director*

Shared Services works to increase alignment of existing enterprise programs including E-Government, Quality Assurance and Statewide Interoperability. The program also focuses on the development of shared services models.

-  E-Government
-  Microsoft 365
-  Statewide Interoperability
-  Statewide Quality Assurance
-  Telecommunication Services







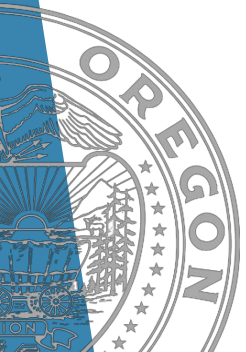
# EIS Programs – Project Portfolio Performance (P3)



*Bettina Davis*  
*P3 Director*

P3 is key in implementing and using the IT Governance Framework which includes oversight and portfolio management of all major IT investments. Using a standard framework and statewide policies, staff work with all state agencies to identify and resolve IT project issues, striking a balance between central delivery and agency flexibility.

-  Senior IT Portfolio Managers
-  Senior IT Oversight Analysts
-  Enterprise Business Analysts
-  Administrative Support



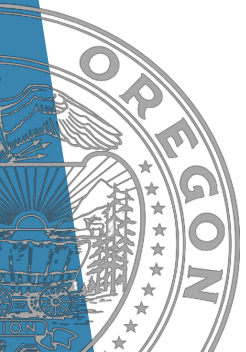
# EIS Programs – Cyber Security Services (CSS)



*Ben Gherezgiher  
Chief Information  
Security Officer*

Cyber Security Services brings together enterprise security-governance, policy, procedure and operations - under a single, accountable enterprise organization. This allows for end-to-end direction setting and execution for enterprise security. CSS personnel work collaboratively with Data Center domain teams to deliver secure solutions to customers.

-  Cybersecurity Administration
-  Security Policy and Controls (Security Governance)
-  Security Solutions (security architecture)
-  Network Security Services (Enterprise)
-  Security Operations Center
-  Cybersecurity Risk Assessment
-  Security Awareness Training







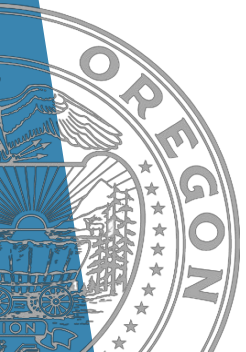
# EIS Programs – Data Governance & Transparency



*Kathryn Darnall Helms*  
*Chief Data Officer*

Data Governance & Transparency is tasked with the establishment of Open Data standards, providing technical guidance on the proactive release of publishable data, development of an enterprise data and information strategy, maintaining the [data.Oregon.gov](https://data.Oregon.gov) web portal for the release of publishable data, and managing the Oregon Transparency and Geospatial programs.

-  Transparency & Open Data
-  Data Delivery
-  Program & Performance Management
-  Enterprise Data Policy & Research



# EIS Programs – Data Center Services (DCS)



*James Foster*  
*Data Center Services*  
*Director*

Data Center Services is organized around technical domains that align with its computing and network infrastructure services. Services are determined by customer demand, funding and computing environment needs. All platforms are built using best practices and state security standards.



Administration



Computing Services



Integrated Services



Mainframe



Command Center Operations



Computing Windows



Enterprise Operations



Midrange



Enterprise Network Operations



X86 Infrastructure



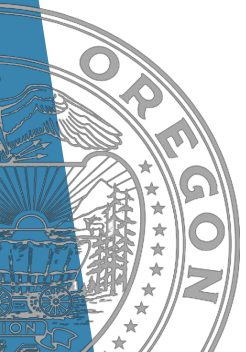
Business Support



Cloud



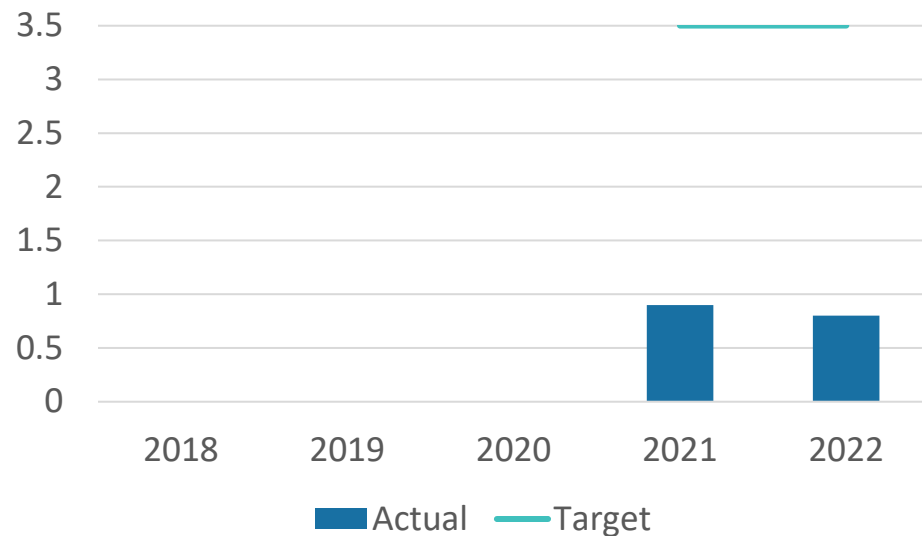
IT Business Continuity



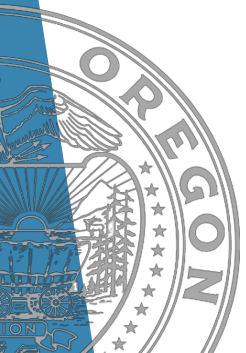


# Key Performance Measure #8 – Information Security

Overall maturity rating for implementation of the Center for Internet Security’s (CIS) Basic Six critical security controls. This rating is an aggregate score based on the Carnegie Mellon Capability Maturity Model Integration (CMMI) and is derived from cybersecurity assessments conducted by EIS Cyber Security Services Assessment Team.

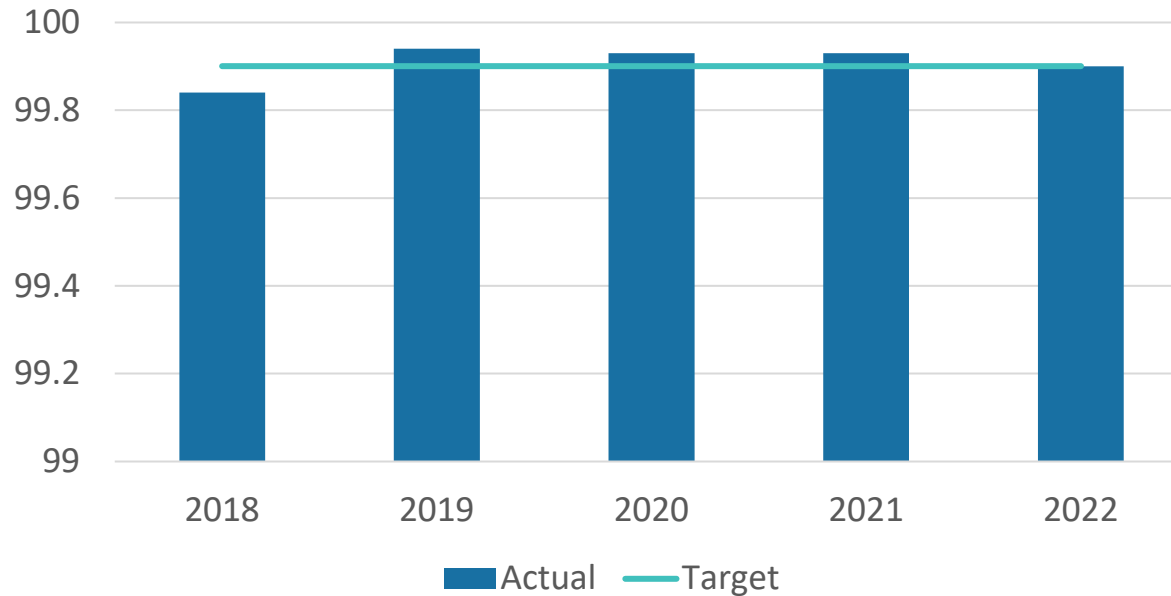


Fiscal Year	2018	2019	2020	2021	2022
Target				0.90	0.80
Actual				3.50	3.50

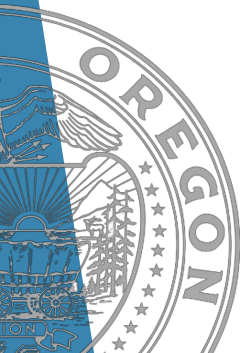


# Key Performance Measure #11 – Data Center

Percentage of time systems are available.



Fiscal Year	2018	2019	2020	2021	2022
Target	99.90%	99.90%	99.90%	99.90%	99.90%
Actual	99.84%	99.94%	99.93%	99.93%	99.90%



# 2021-2023 Accomplishments

## Strategy & Design

- ▶ Cloud Forward Strategy
- ▶ Network Security & Modernization Roadmap
- ▶ Microsoft 365 Implementation

## Administrative Services

- ▶ Restructured Project Management Office under new Administrative Service Program

## Shared Services

- ▶ Implemented OR-Alert
- ▶ Implemented SiteImprove (accessibility review tool)

## Project Portfolio Performance

- ▶ Implemented tiered Stage Gate Model with Project Oversight Levels 1-3

## Data Center Services

- ▶ Implemented Immutable Backup Solution
- ▶ Launched Co-Location service line

## Cyber Security Services (CSS)

- ▶ Published CSS Service Catalog
- ▶ Deployed Multi-Factor Authentication

## Data Governance & Transparency

- ▶ Release Oregon Data Strategy
- ▶ Published Statewide Data Inventory



# 2023-2026 Planned Initiatives

## Strategy & Design

- ▶ Network Security Modernization Program
- ▶ Modernization Roadmap

## Administrative Services

- ▶ EIS Website Update

## Shared Services

- ▶ Continue adding to the operations and maintenance vendor service catalog to deliver remaining M365 services

## Project Portfolio Performance

- ▶ Migrate to the modern user experience (UX) for the enterprise Project and Portfolio Management (PPM) tool

## Data Center Services

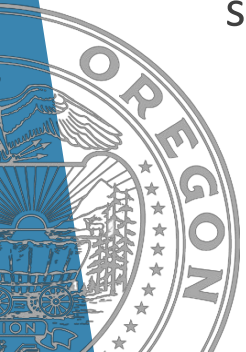
- ▶ Data Center Services Resilient Site
- ▶ Establish Cloud Managed Services

## Cyber Security Services

- ▶ M365 Security Enhancements
- ▶ Enterprise Mobile Security

## Data Governance & Transparency

- ▶ Geospatial Data Management and Sharing (GDMS)



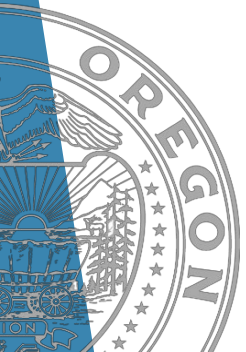
# Enterprise Information Services Budget

Program	2019-21 Actuals	2021-23 LAB	2023-25 GRB	Revenue Source
EIS Administration	11,203,087	5,226,863	13,954,877	Assessment
Administrative Services	0	0	5,881,820	Assessment
Cyber Security Services	33,587,890	40,542,958	51,695,024	Assessment
Data Center Services (DCS) - Operational	107,599,435	141,637,698	143,453,733	Assessment / Charge for Service
DCS - Lifecycle	12,745,326	17,949,005	14,451,103	Assessment
Data Governance & Transparency	3,470,861	8,440,757	8,270,089	Assessment
Pass Through	13,021,416	12,907,692	9,918,224	Pass Through
Project Portfolio Performance	6,298,240	6,457,414	8,840,459	Assessment
Shared Services (SS)	26,061,242	58,039,060	72,973,876	Assessment / Charge for Service
Shared Services – M365 M&O	0	3,345,000	0	General Fund
Shared Services – OR Alert	739,392	0	0	General Fund
Strategy & Design	1,158,725	2,235,135	2,056,189	Assessment
ARPA	0	26,323,860	3,615,128	Federal Grant
<b>Total</b>	<b>\$215,885,614</b>	<b>\$323,105,442</b>	<b>\$335,110,522</b>	



# 15% Reduction Options Summary

- ▶ EIS Administration: \$1,939,899 Other Funds; 6 / 6.00
- ▶ Cyber Security Services: \$5,725,420 Other Funds; 8/8.00
- ▶ Data Center Services \$25,800,515 Other Funds; 28/28.00
- ▶ Data Governance & Transparency: \$4,059,517 Other Funds; 3/3.00
- ▶ Project Portfolio Performance: \$1,029,813; 3/3.00
- ▶ Shared Services: \$7,080,667; 1/1.00
- ▶ Strategy & Design: \$371,324; 1/1.00



# GRB Reductions: Analyst Recommendations

## ▶ Shared Services

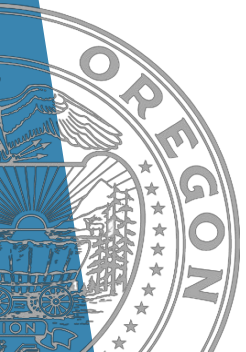
- \$6,337,451 reduce IBM Telephony payments ending; **no impact.**

## ▶ Cyber Security Services

- \$614,982 reduce rent for cancelled private lease; **impacts rent costs for space utilized in DAS owned facility.**
- \$339,036 reduce capital outlay by 75%; **impacts ability to acquire telecommunication and related software that will be needed to improve cyber services management.**
- \$138,000 reduce telecommunications for overestimate; **no impact.**

## ▶ Data Center Services

- \$1,000,000 reduce mainframe software; **no impact due to efficiencies with right-sizing to customer usage.**
- \$4,000,000 reduce network telecommunications equipment, support and circuits; **minimal because wide area network completed in 2022 reduced Points of Presence.**
- \$380,136 reduce on-hand network LAN inventory; **impacts ability to respond during emergent needs, may increase customer wait times during normal periods.**
- \$494,889 reduce rent at Publishing & Distribution building; **minimal impact.**
- \$100,000 reduce facilities maintenance; **risk of deferred maintenance.**
- \$200,000 eliminate all training; **impacts employee retention.**



# GRB Reductions: Additional Analyst Recommendations

## ▶ Cyber Security Services

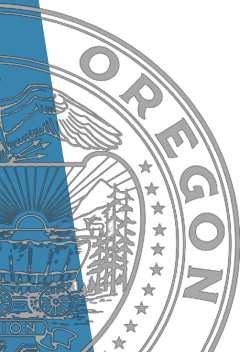
- \$173,346 (1.00 FTE) eliminate executive support position; duties absorbed by other staff may lead to work product and scheduling delays.

## ▶ Data Governance & Transparency

- \$2,250,000 reduces IT Expendable Property (software tools and technology); impacts program's ability to maintain Open Data, Transparency Website and geospatial sharing tools for public consumption.

## ▶ Data Center Services (DCS)

- \$4,000,000 reduces administration, X86 infrastructure, and network; eliminates hardware, IT Pro services, circuits, and Internet capacity resulting in a decrease in reliability, resiliency and uptime for the state's Life, Health and Safety agencies.
- \$1,500,000 reduce IT Professional Services for business line benchmark; impacts DCS assessment of current services, understanding of industry trends and development of future state to meet customer demands.
- \$1,511,821 (6.00 FTE) eliminate three ISS8, two ISS6 and 1 executive support position; impacts staffing for Resilient Site Phase 2, impacts staffing to support billing reconciliation, and support duties absorbed by other staff may lead to work product and scheduling delays.
- \$178,419 reduce Agency Related Services & Supplies; minimal impact.





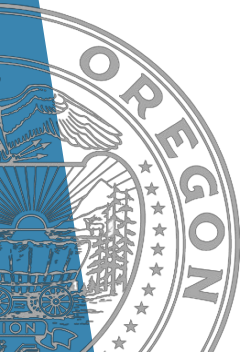
# Long Term Vacancy List

- ▶ Vacancies ranged from 3 months to 46 months
- ▶ 16 Other Funds positions on Long Term Vacancy List:
  - 6 positions in recruitment
  - 3 positions planned for recruitment
  - 1 position in reclassification process
  - 1 position held vacant to accumulate required vacancy savings
  - 5 positions held due to reductions listing; all 5 reduced in Governor's Recommended Budget



# Governor's Recommended Budget

- ▶ Policy Option Package #123 – Sustainment of Microsoft 365
  - Continues payments to Microsoft for approximately 41,000 end-user's Windows desktop operating systems, productivity software (including Word, Excel, PowerPoint) and maintenance and operations of Microsoft 365.
  - \$24,550,142 Other Funds; Total Positions/FTE: 2/2.00
- ▶ Policy Option Package #124 – Network Security Lifecycle
  - Continues the Cyber Security Services (CSS) network security equipment lifecycle replacement plan to ensure stable and reliable support of agency operations, allowing for increased capacity to meet the growing needs of the agencies.
  - \$3,615,128 Other Funds / \$3,615,128 Federal Funds; Total Positions/FTE: none



# Governor's Recommended Budget

- ▶ Policy Option Package #125 – Network Security Managed Services
  - Funds contracted services to enhance the efficiency of network security operations, support the integrated risk management program and maintain Security Operations Center (SOC) infrastructure.
  - \$5,393,046 Other Funds; Total Positions/FTE: none
- ▶ Policy Option Package #126 – Link Oregon
  - Continues the founding partnership with Link Oregon and funds the recurring membership contribution that covers the cost of existing network for the 2023-25 biennium. The Link Oregon network serves as the primary network backbone for Executive Branch agencies within the state of Oregon.
  - \$7,250,000 Other Funds; Total Positions/FTE: none



# Governor's Recommended Budget

- ▶ Policy Option Package #127 – Statewide Imagery
  - Invests in Oregon's Statewide Imagery Program for the purchase of high quality statewide aerial imagery collections through the United State Department of Agriculture National Agriculture Imagery Program. The Statewide Imagery Program acquires imagery through cooperation and partnership with other government agencies, resulting in reduced overall costs and increased returns-on-investment for all partners.
  - \$1,600,000 Other Funds; Total Positions/FTE: none



# Governor's Recommended Budget

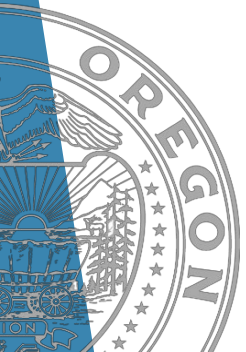
## ► Policy Option Package #128 – Chief Privacy Office

- Provides initial resourcing for the Chief Privacy Officer (CPO) role and function. This role would report directly to the State Chief Information Officer. Upon being hired, the CPO would work to establish a data privacy program and would coordinate with other EIS sections (e.g., Cyber Security Services, Data Governance and Transparency, and Project Portfolio Performance) and agency and other external stakeholders to develop privacy principles and best practices, assess agency privacy practices, develop training resources and requirements, establish a privacy impact assessment process and align it with existing project oversight policies and procedures, and develop general guidance and information on the collection and use of Personally Identifiable Information (PII).
- \$1,488,521 Other Funds; Total Positions/FTE: 3/3.00
- Necessary legislation: Senate Bill 1073



# Governor's Recommended Budget

- ▶ Policy Option Package #130 – Oversight Analyst for Project Portfolio Performance
  - This package will enable Enterprise Information Services (EIS), Project Portfolio Performance (P3) to improve dedicated oversight for enterprise Information Technology (IT) initiatives per ORS 276A.233. The addition of an Oversight Analyst will allow P3 to support the increasing workload for oversight of IT initiatives and distribute the workload across policy areas.
  - \$287,052 Other Funds; Total Positions/FTE: 1/1.00
- ▶ Policy Option Package #131 – UX for Project Portfolio Management (PPM)
  - Mature and enhance enterprise PPM and tracking capabilities; improve stakeholder communication, collaboration, and overall user experience; and update and enhance a critical system that is central to meeting IT investment governance.
  - \$1,529,295 Other Funds; Total Positions/FTE: 2/2.00



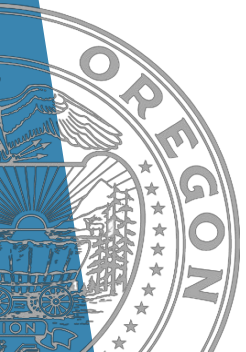
# Governor's Recommended Budget

## ▶ Policy Option Package #135 – Network Lifecycle

- Continues Data Center Services' computing, storage, and backup and network services with funding necessary to comply with the five-year lifecycle replacement plan.
- \$6,068,800 Other Funds; Total Positions/FTE: none

## ▶ Policy Option Package #136 – Resilient Site

- Continues the foundational work (2021-23 Policy Option Package #132) establishing a Data Center Services Resilient Site to ensure stability and reliability for production agency applications and enable continuous agency operations for business-critical functions.
- \$6,524,780 Other Funds; Total Positions/FTE: none

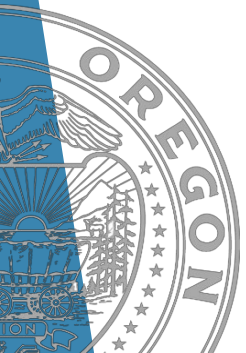


# Governor's Recommended Budget

- ▶ Policy Option Package #138 – Establish a Cloud Management Program
  - Building on the Cloud Forward Framework, establishes cloud management platform within Data Center Services that will enable state agencies to utilize various cloud services such as: computing, storage, applications, and security that benefit agencies providing the necessary tools, infrastructure and expertise for cloud integration and utilization. This package includes additional staff to manage the cloud-enabling platform, architecture, systems, processes, and vendor relationships to ensure effective and efficient delivery and operational support of cloud services.
  - \$1,377,639 Other Funds; Total Positions/FTE: 4/3.88

2023-25 Governor's Recommended Budget:

<https://www.oregon.gov/das/Financial/Documents/2023-25-Governors-Budget.pdf>





*Thank you*

Shirlene A Gonzalez  
Legislative & Communications Director  
[shirlene.a.gonzalez@das.oregon.gov](mailto:shirlene.a.gonzalez@das.oregon.gov)



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# EIS Historical Context

- ▶ SB 87 (2017) – Amended ORS 291.035(2)(a) so the State CIO has the discretion to determine whether an IT project exceeding \$ million does not required independent quality assurance services.
- ▶ SB 90 (2017) – Unified IT security functions and personnel within the Executive Branch of state government – extending Executive Order, 16-13 *“Unifying Cyber Security in Oregon”*.
- ▶ HB 2906 (2017) – Established Oregon Geographic Information Council under statute; provides for sharing of geospatial data (“framework data”) between public bodies beginning in 2020.
- ▶ HB 2946 (2017) – Amended ORS 184,483(7)(a)(b)(d) significantly expanding the rage of transparency reporting to include revenue, expenditures, and budget data for specified entities.
- ▶ HB 3361 (2017) – Established the position and responsibilities of Chief Data Officer including maintenance of a web portal for the release of publishable data.
- ▶ HB 4023 (2018) – Allows State CIO to provide broadband communications services upon request to local governments, special districts, and Indian tribes in Oregon.
- ▶ SB 31 (2021) – Office of Chief Information Officer became Enterprise Information Services.

