

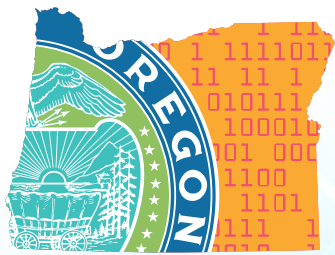
Strategic Framework

2023-2026

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

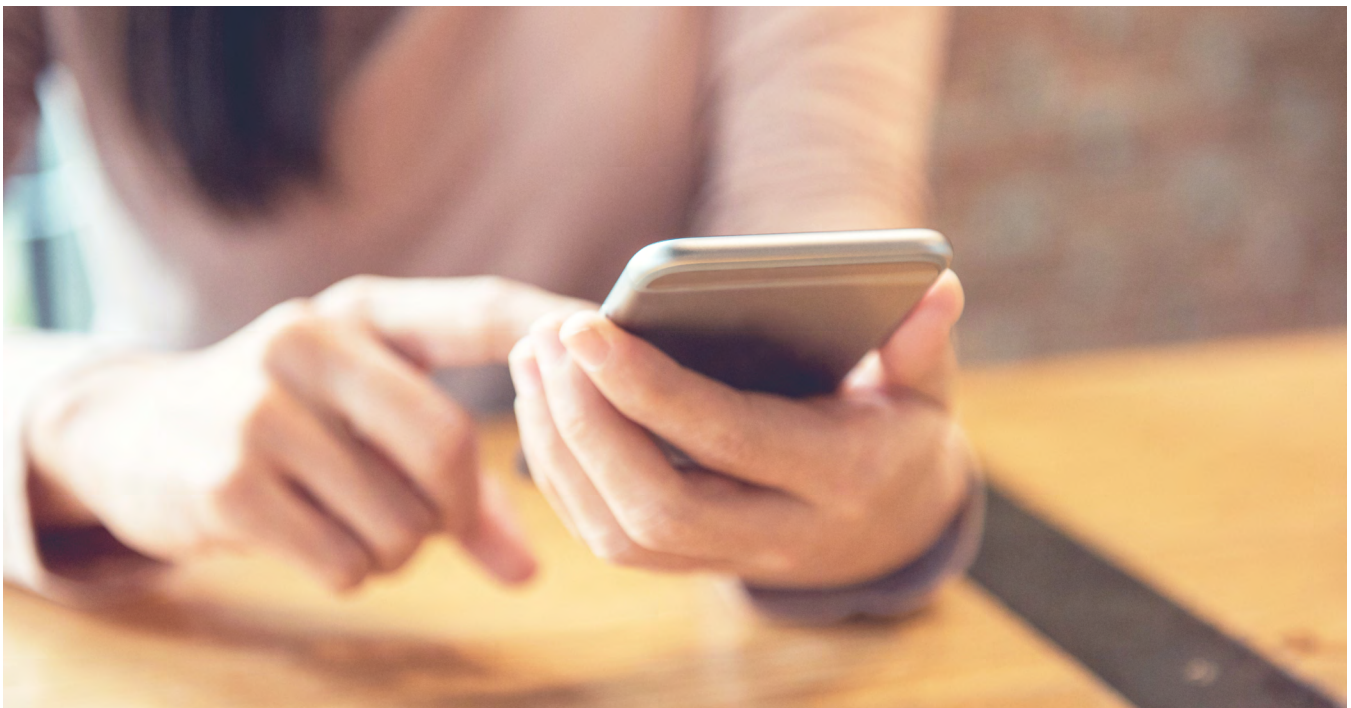
OBJECTIVE: Deliver Service Excellence

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
Education Program Area		
1	Higher Education Coordinating Commission	525
2	Department of Education	581
3	Teacher Standards & Practices Commission	584
4	Department of Early Learning & Care	588
Human Services Program Area		
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
Public Safety Program Area		
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
Economic & Community Development Program Area		
20	Oregon Business Development Department	123
21	Oregon Department of Veteran's Affairs	274
22	Employment Department	471
23	Housing & Community Services Department	914
Natural Resources Program Area		
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
Transportation Program Area		
38	Department of Aviation	109
39	Oregon Department of Transportation	730
Consumer & Business Services Program Area		
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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2025-2027 Budget Overview

Terrence Woods
State Chief Information Officer

Joint Committee on Ways and Means
General Government Subcommittee

March 5, 2025





Agenda

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





EIS Mission

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





EIS Vision and Values

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

ACCOUNTABILITY

CUSTOMER-FOCUS

COLLABORATION

INNOVATION





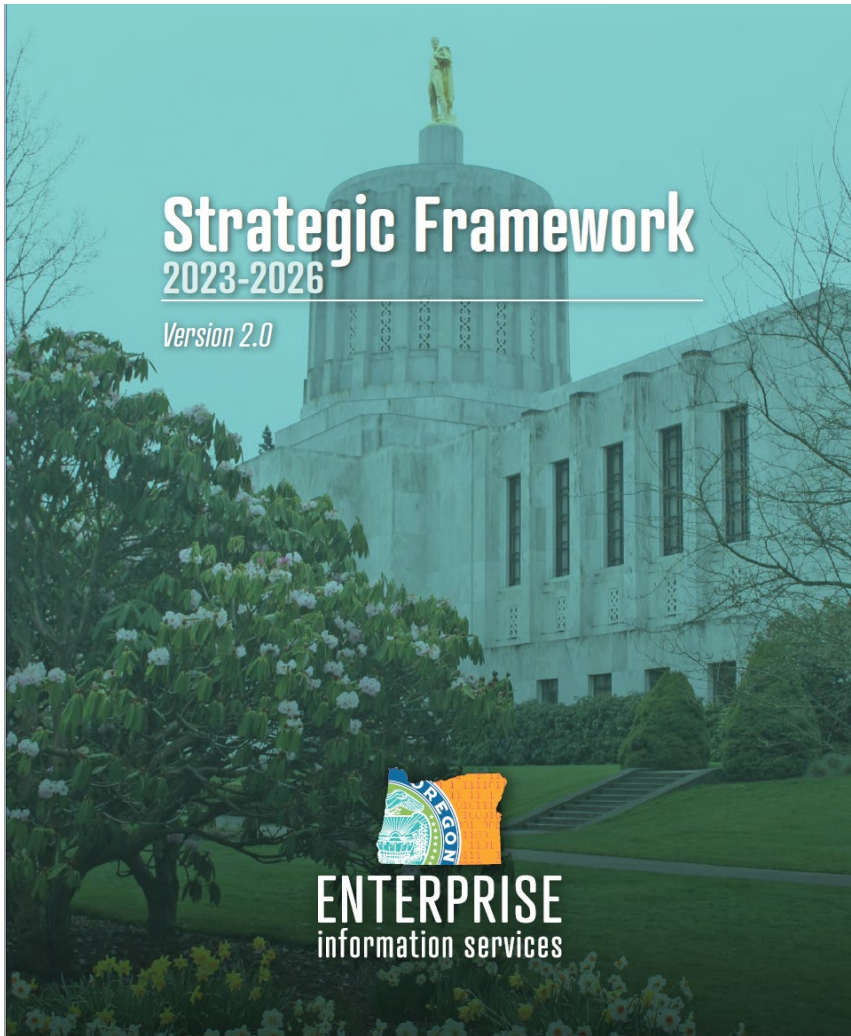
EIS History

- ▶ Enterprise IT and telecommunication duties and powers transferred from Department of Administrative Services to State Chief Information Officer (HB3099, 2015)
- ▶ Unified IT security function and personnel within the Executive Branch (SB 90, 2017)
- ▶ Oregon Geographic Information Council established, and State Geographic Information Office appointed by State CIO (HB 2906, 2017)
- ▶ State Chief Data Officer established (HB 3361, 2017)
- ▶ State Chief Technology Officer established (2017)
- ▶ Rebranded from Office of the State Chief Information Officer to Office of Enterprise Information Services (SB 31, 2021)
- ▶ EIS Chief Administrative Officer established (2023)





Strategic Framework 2023-2026 version 2.0



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

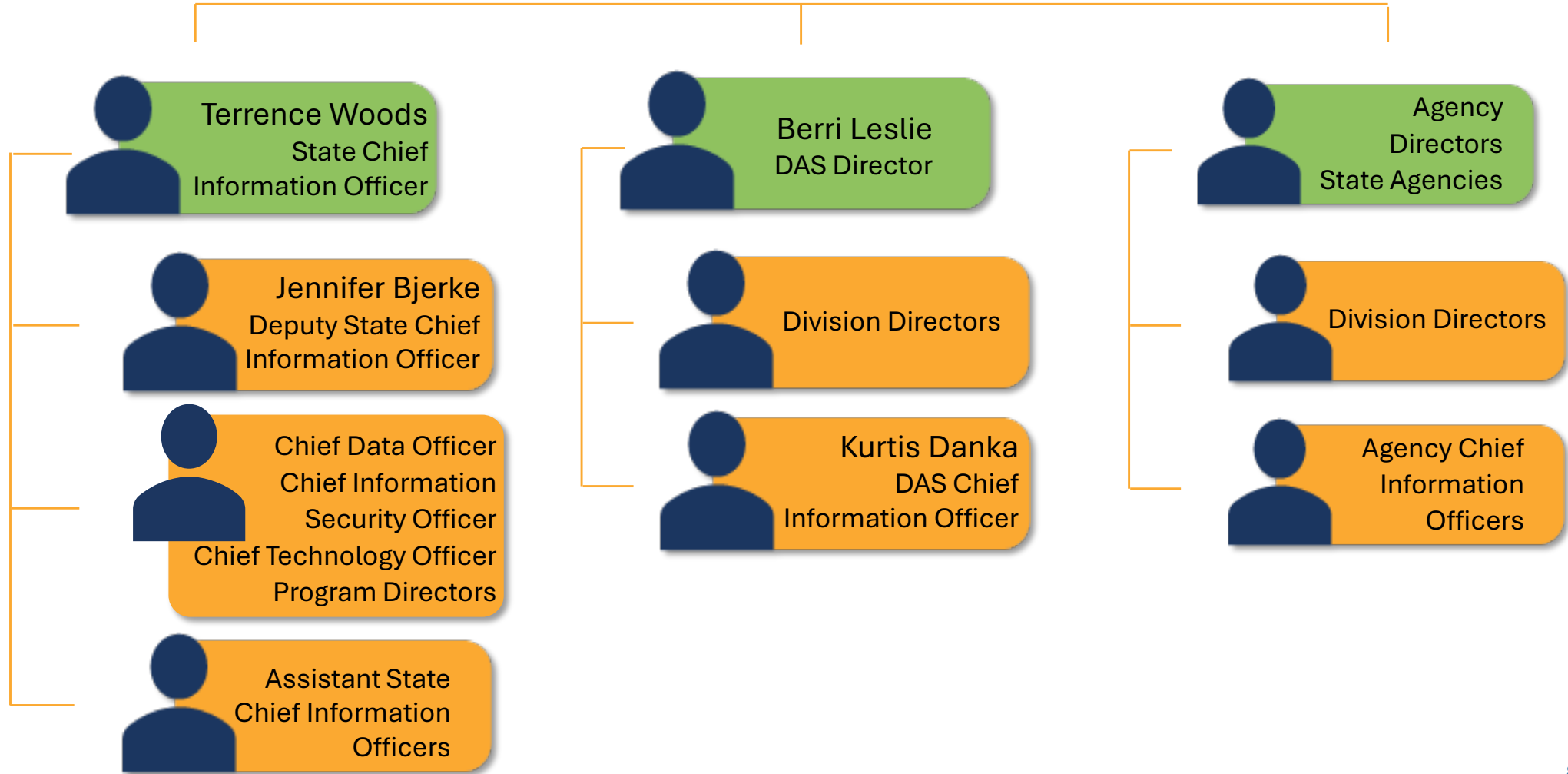
- ▶ Deliver Service Excellence
- ▶ Mature Project Transparency And Accountability
- ▶ Mature Statewide Cloud Strategy And Brokerage Services
- ▶ Mature Oregon's Data Governance
- ▶ Improve Oregon's Cybersecurity Posture
- ▶ Mature Legacy System Modernization Strategies



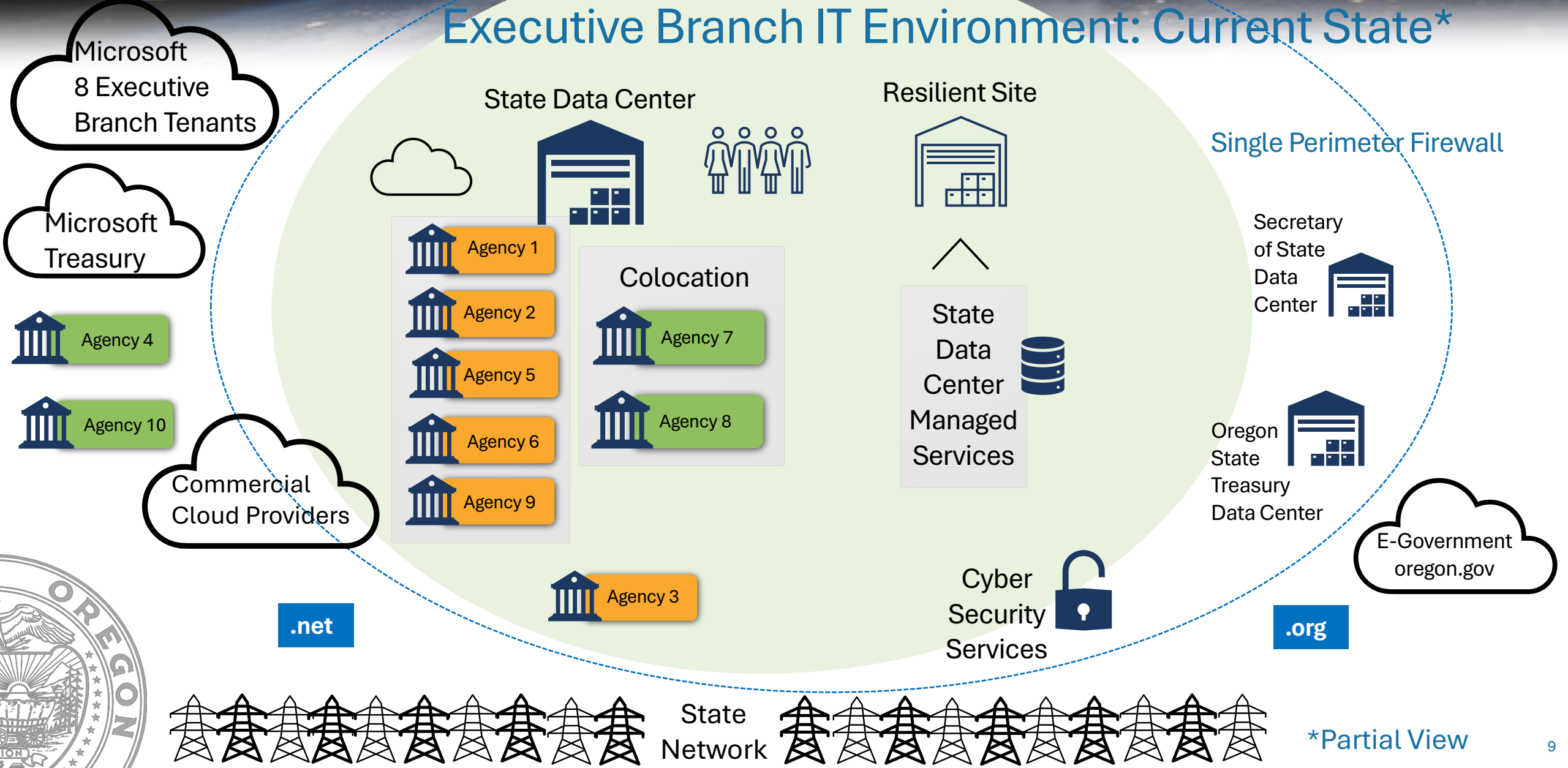


Statewide IT Organization

 Tina Kotek
Governor



Executive Branch IT Environment: Current State*





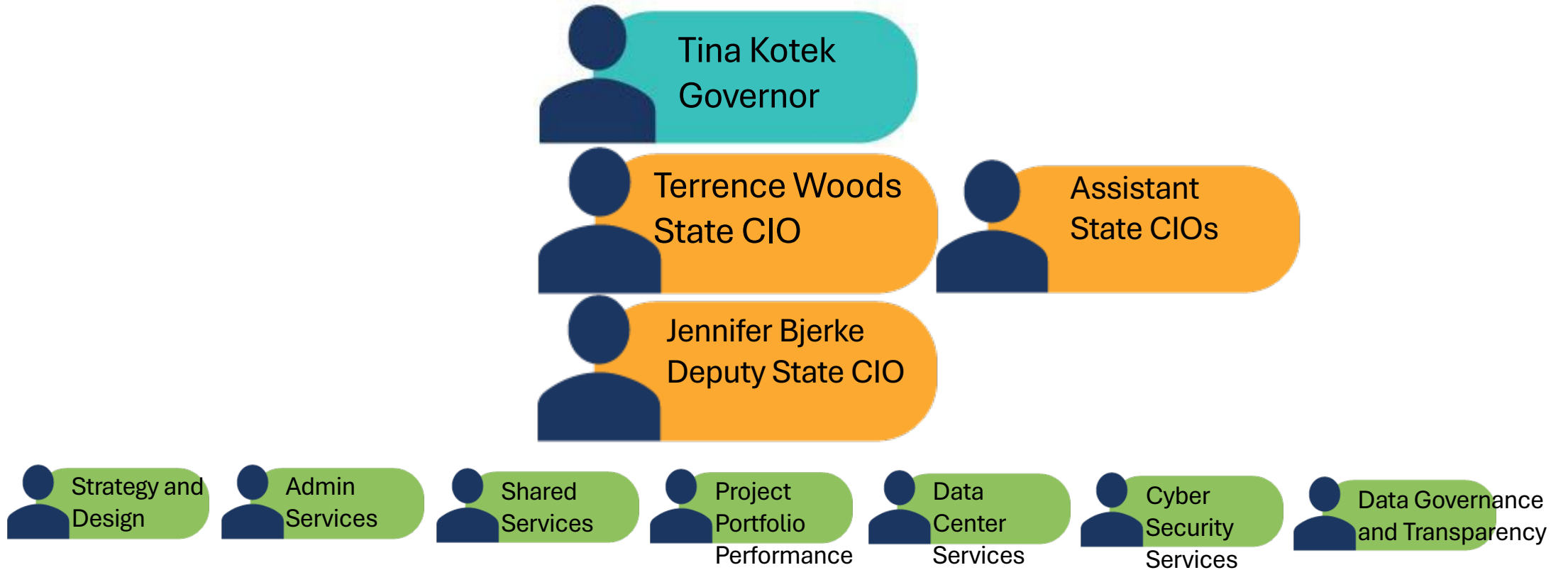
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information services



EIS Program Areas Overview



EIS Overview - Organization Chart



Governor's Recommended Budget EIS FTE Total: 285.4





EIS Programs – Strategy and Design



Dr. Jimmy Godard
Chief Technology Officer

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



Enterprise Architecture



EIS Programs – Administrative Services



JoLene Swint
Chief Administrative Officer

Responsible for day-to-day management of the EIS budgets, 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 Invoicing







EIS Programs – Shared Services



Jennifer de Jong
Shared Services Director

Shared Services works to increase alignment of existing enterprise programs. Shared Services also focuses on the development of shared services models.

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







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 a full suite of enterprise cybersecurity services – governance, infrastructure, cloud security, operations, architecture - under a single, accountable enterprise focused program. This allows for end-to-end direction setting and execution for enterprise security. CSS personnel work collaboratively with Data Center Services domain teams to deliver secure solutions to our customers.

-  Cybersecurity Administration
-  Security Architecture
-  Security Governance, Risk and Compliance
-  Network Security Services (Enterprise)
-  Security Assessment
-  Security Operations Center (SOC)







EIS Programs – Data Governance and Transparency (DGT)



Kathryn Darnall Helms
Chief Data Officer

Data Governance and 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 web portal for the release of publishable data, and managing the Oregon Transparency and geospatial efforts.

-  Transparency and Open Data
-  Data Delivery
-  Program and 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.

-  DCS Administration
-  Hybrid Compute Services
-  Infrastructure Services
-  Integrated Operations Services





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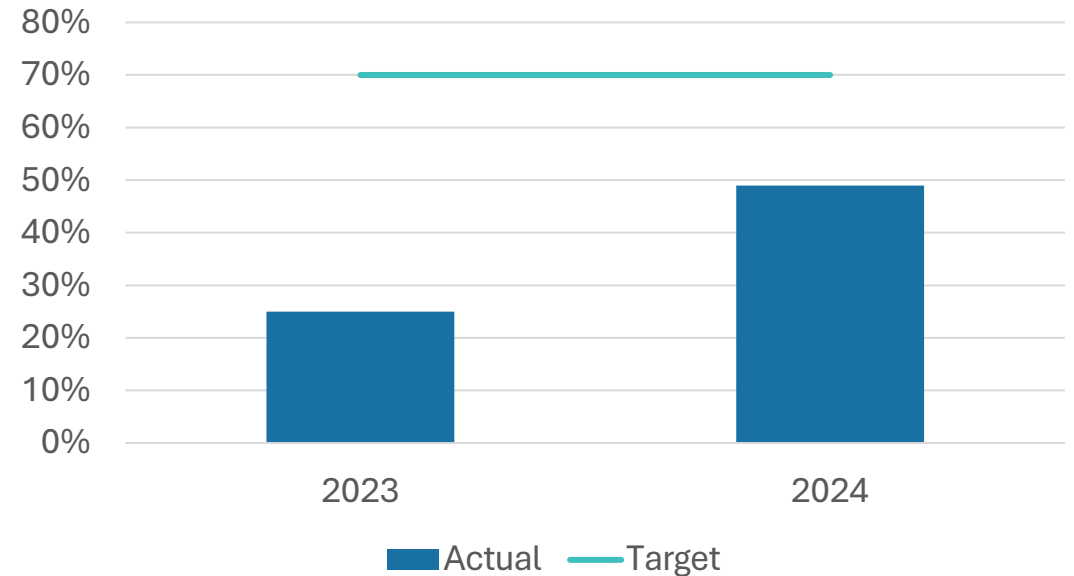
Key Performance Measures





Key Performance Measure Proposed – Information Security

- ▶ Overall implementation of the Center for Internet Security’s (CIS) Implementation Group 1 controls, and a select set of Implementation Group 2 controls, for which there are Enterprise service offerings.
- ▶ This rating is an aggregate score derived from cybersecurity assessments conducted by the Enterprise Information Services Cyber Security Services Assessment Team.



Fiscal Year	2023	2024
Target	70%	70%
Actual	25%	49%

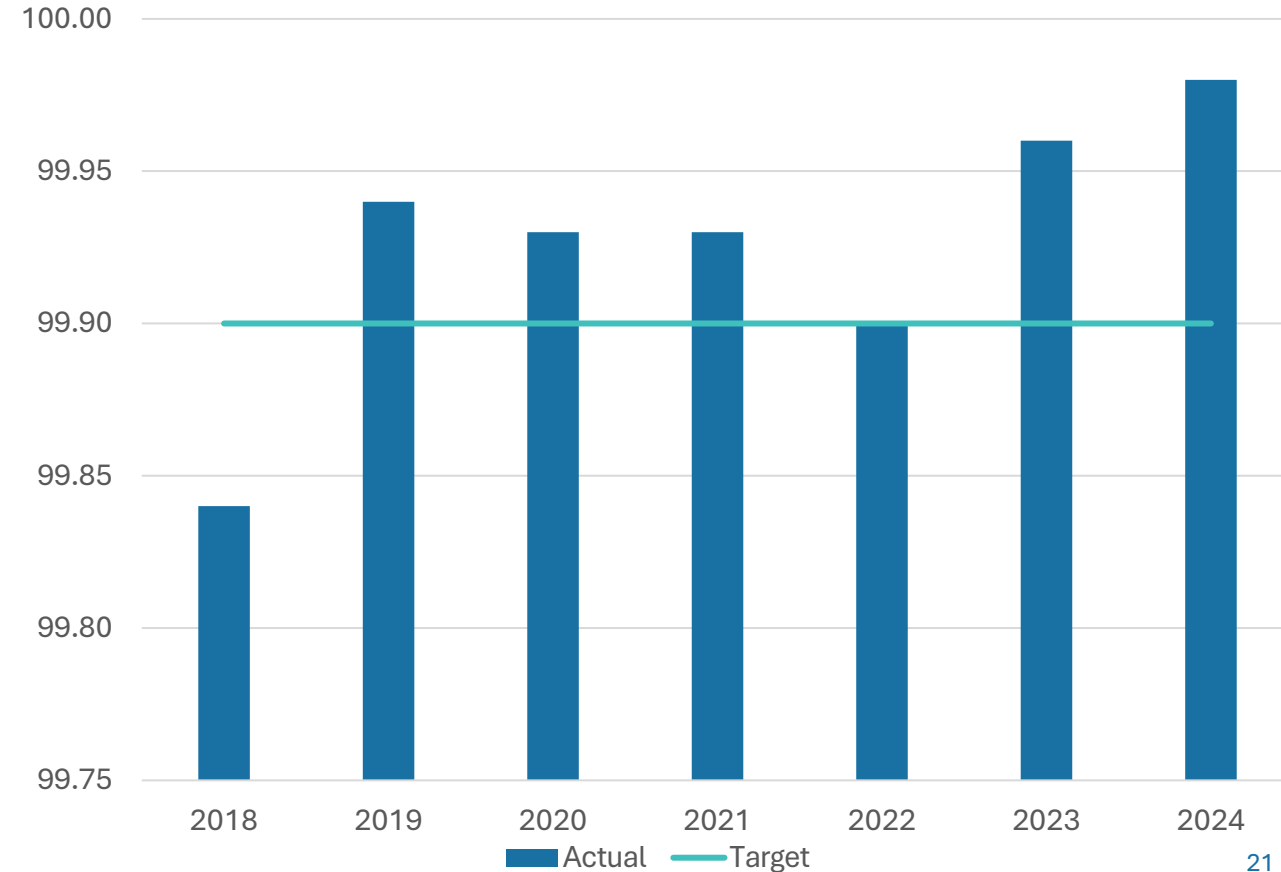




Key Performance Measure – Data Center

► Percentage of time systems are available.

Fiscal Year	Target	Actual
2018	99.90%	99.84%
2019	99.90%	99.94%
2020	99.90%	99.93%
2021	99.90%	99.93%
2022	99.90%	99.90%
2023	99.90%	99.96%
2024	99.90%	99.98%





Key Performance Measure – Data Center

- ▶ Percentage of time systems are available
- ▶ A level of 99.98 % uptime/availability results in the following periods of allowed downtime/unavailability for 24 x 7 x 365 operational periods

Time Period	Downtime at 99.98 %
Daily	~17 seconds
Weekly	~2 minutes
Monthly	~8 minutes
Quarterly	~26 minutes
Yearly	~1 hours, 44 minutes





2023-2025 Accomplishments

Strategy and Design

- ▶ Enterprise Architecture Foundation
- ▶ Network and Security Modernization Planning Project
- ▶ Chief Technology Officer Outlook

Administrative Services

- ▶ EIS Campus Consolidation
- ▶ Initiated EIS Risk and Issue Team

Shared Services

- ▶ Completed agreement to transfer Statewide Interoperability to Oregon Emergency Management

Project Portfolio Performance

- ▶ Tailored Stage Gate Oversight to support acceleration of agile practices

Data Center Services

- ▶ Established new back up facility
- ▶ Replaced all 17 miles of Capitol mall fiber

Cyber Security Services

- ▶ Developed Statewide Cybersecurity Plan
- ▶ Implemented Enterprise Mobile Security

Data Governance and Transparency

- ▶ Redesigned Oregon Transparency Website
- ▶ Statewide data sharing memo of understanding





2023-2026 Planned Initiatives

Strategy and 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 and Transparency

- ▶ Geospatial Data Management and Sharing (GDMS)



Enterprise Information Services Budget

Program	2021-23 Actuals	2023-25 LAB	2025-27 GRB	Revenue Source
EIS Administration	9,795,236	12,797,618	13,880,167	Assessment
Administrative Services	7,414,031	7,410,247	7,285,912	Assessment
Cyber Security Services	34,425,741	49,419,854	66,089,613	Assessment
Data Center Services (DCS) – Operational	129,746,647	145,182,921	144,823,902	Assessment / Charge for Service
DCS – Lifecycle	25,038,530	17,782,906	21,669,928	Assessment
Data Governance and Transparency	9,315,274	11,554,196	12,882,070	Assessment
Pass Through	2,125,433	4,325,458	2,488,298	Pass Through
Project Portfolio Performance	6,492,656	8,974,124	7,797,875	Assessment
Shared Services (SS)	14,692,080	9,875,136	6,146,663	Assessment / Charge for Service
Shared Services – M365 Operational	40,986,612	61,419,015	63,826,322	Assessment
Shared Services – M365 Operational	3,014,642	0	0	General Fund
Strategy and Design	1,785,390	2,187,950	2,272,608	Assessment
American Rescue Plan Act	11,185,604	15,708,570	0	Federal Grant
Total	\$ 296,017,876	\$ 346,637,995	\$ 349,163,358	





10% Reduction Options Summary

- ▶ EIS Administration: \$2,227,644 Other Funds; 5 / 5.00
- ▶ Cyber Security Services: \$6,123,602 Other Funds; 2/2.00
- ▶ Data Center Services: \$15,512,558 Other Funds; 13/13.00
- ▶ Data Governance and Transparency: \$1,194,539 Other Funds; 2/2.00
- ▶ Project Portfolio Performance: \$7,797,875 Other Funds; 16/16.00
- ▶ Shared Services: \$2,177,769 Other Funds; 5/5.00
- ▶ Strategy and Design: \$440,993 Other Funds; 1/1.00





GRB Reductions: Analyst Recommendations

▶ Cyber Security Services

- **\$2,342,469** Reduce IT professional services to support firewalls and network monitoring. Impacts include delays identifying and addressing network vulnerabilities and threats.

▶ Data Center Services

- **\$950,000** Reduce licensed nodes for cloud automation tools that help with configuration and automated deployments; reduce the number of cloud repositories. This reduction will necessitate a reassessment of current and planned cloud initiatives, focusing on prioritizing projects that deliver essential services and generate significant value.
- **\$670,710** Defer maintenance and repair to low priority building related issues. Reduced stock on hand will increase wait times for customer requests.





GRB Reductions: Analyst Recommendations

▶ Data Center Services (continued)

- **\$1,300,000** Eliminate 3 Network POPs (Points of Presence) including equipment, software, maintenance contracts, licensing rent and circuits. Requires a consolidation effort to connect branch offices to other POPs. Shrinks the network footprint and number of remote sites to manage.
- **\$600,000** Reduce hours of Microsoft Unified Support (Unify). This will reduce the amount of training and proactive / planned support. Without Unify, we may face increased troubleshooting time for complex Microsoft product issues, potentially leading to system downtime and decreased user productivity. Additionally, the lack of proactive support and guidance from Microsoft experts could hinder our ability to optimize our Microsoft technology stack and achieve maximum return on investment.





GRB Reductions: Analyst Recommendations

► Data Center Services (continued)

- **\$250,000** Reduce IT professional services supporting the IT service management platform. Reducing direct technical assistance from the vendor may increase internal IT staff workload and potential downtime due to slower resolution times for critical issues, while also limiting access to specialized vendor expertise for future enhancements.
- **\$250,000** Reduce Technical Account Manager support for Windows service automation. May lead to longer development times and continued rework and deployment errors.
- **\$440,993** Eliminate Information Services Specialist 8 for cloud services. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale.
- **\$130,000** Reduce professional services for the enterprise backup system, eliminating the dedicated support engineer. Reducing contracted direct technical assistance from the vendor may increase internal IT staff workload and potential downtime due to slower resolution times for critical issues, while also limiting access to specialized vendor expertise for further enhancements.





GRB Reductions: Analyst Recommendations

▶ Shared Services

- \$218,243 Eliminate vacant E-Government Operations and Policy Analyst 1. Impact is decreased capacity for vendor management of website vendor.

▶ Administrative Services

- \$361,338 Eliminate Information Services Specialist 6. Reducing lower-level project management support of project activities will shift activities to higher level resources to complete.
- \$211,242 Eliminate Administrative Specialist 1. Reducing support at the front desk will impact administrative activities timeliness.





GRB Reductions: Analyst Recommendations

► Multi-program

- **\$1,308,264** Reduce IT professional services across several programs. Reduces the ability to utilize trusted advisory services for enterprise decision making. Impacts may include taking longer to make decision and missing critical outcomes that could result in rework or unintended negative consequences.
- **\$531,445** Reduce training and travel across several programs. Examples include staff trainings, all-staff meetings and conferences. Impact would include reduced knowledge of industry trends and partnerships with other states and local governments.
- **\$45,971** Reduce Attorney General rates to reflect adjustments in the package description of the Governor's Recommended Budget.
- **\$22,169** Represents adjustments to State Government Service Charges and DAS pricelist charges for services made in the Governor's Recommended Budget.





Long Term Vacancy List

- ▶ Vacancies ranged from 13 months to 38 months
- ▶ 7 Other Funds positions on Long Term Vacancy List:
 - 2 positions in recruitment
 - 1 position planned for recruitment
 - 4 positions in reclassification process





Governor's Recommended Budget

- ▶ Policy Option Package #161 – Sustainable Geospatial Imagery Funding and Data Program Development
 - Supports the acquisition of critical, high-quality statewide aerial imagery
 - Supports storage, maintenance and hosting of the state's aerial imagery collection for all government bodies and the public to use
 - Geospatial aerial imagery is vital to several mission critical functions such as emergency management, wildfire response and recovery, land use planning, and conservation
 - \$1,700,000 Other Funds; Total Positions/FTE: 0/0.00

2025-27 Governor's Recommended Budget:

<https://www.oregon.gov/das/Financial/Documents/2025-27%20Governor%27s%20Recommended%20Budget.pdf>





Governor's Recommended Budget

▶ Policy Option Package #163 – Network Security Lifecycle

- Continues the Cyber Security Services (CSS) network security equipment lifecycle replacement plan to ensure stable and reliable support of agency operations
- Allows for increased capacity to meet the growing needs of agencies
- \$8,928,372 Other Funds; Total Positions/FTE: 0/0.00

▶ Policy Option Package #167 – Security Managed Services

- Managed Services will continue to focus on operational excellence activities freeing state staff to focus on implementing innovative and critical security technologies
- Managed Services will supplement existing expertise to bridge any identified or perceived gaps in security administration and operations
- \$4,135,924 Other Funds; Total Positions/FTE: 0/0.00





Governor's Recommended Budget

- ▶ Policy Option Package #168 – WEB Application Firewall (WAF)
 - Contract with a vendor to provide WAFs for critical state internet-accessible applications in use across the enterprise
 - Training to assist agencies with onboarding and WAF management. The use of a web-based WAF solution provides for constant updating and easy configuration to address established and nascent threats
 - \$2,562,672 Other Funds; Total Positions/FTE: 0/0.00
- ▶ Policy Option Package #170 – Data Center Services Equipment and Software Lifecycle Replacement
 - Continues Data Center Services' computing, storage, and backup and network services with funding necessary to comply with the five-year lifecycle replacement plan
 - \$3,918,935 Other Funds; Total Positions/FTE: 0/0.00





Governor's Recommended Budget

- ▶ Policy Option Package #169 – Statewide Interoperability Program
 - Transfers the State Interoperability Executive Council (SIEC) and the Statewide Interoperability Program, including the Statewide Interoperability Coordinator, from the State Chief Information Officer, to the Oregon Department of Emergency Management
 - (\$3,869,857) Other Funds; Total Positions/FTE: (3/3.00)
 - Necessary legislation: Senate Bill 826





Governor's Recommended Budget

- ▶ Policy Option Package #500 – Coordinated Data Governance for Homelessness Outcome Reporting
 - Develop and test Executive Branch data governance structures to enable agencies to better share and manage data
 - Improve the quality of outcome reporting by developing shared terminologies, standards and crosswalks for data
 - Fund small-scale data governance pilot activities, utilizing the recommendations from the Interagency Council on Homelessness' State Homelessness Response Framework
 - \$2,824,068 Other Funds; Total Positions/FTE: 3/2.64





Governor's Recommended Budget

- ▶ Policy Option Package #501 – Coordinated Data Infrastructure Planning and Assessment
 - Evaluate current technology solutions for secure enterprise data integration and sharing to identify an appropriate infrastructure for Oregon
 - Improve decision support at the executive level by developing recommendations for integrating data to address strategic priorities
 - Support the strategic and executive priorities of Oregon by identifying services and solutions that enable agency mission effectiveness
 - Save staff time and resources by evaluating coordinated methods and technology for data integration and collaboration
 - \$2,099,336 Other Funds; Total Positions/FTE: 2/1.76





Enterprise Cost Efficiencies

- ▶ Telecommunications enterprise license management
- ▶ Microsoft 365 enterprise license management
- ▶ Hardware lease over buy decision
- ▶ Data Center Services managed services at rates below our commensurate peers
- ▶ PGE Dispatchable Standby Generation





ENTERPRISE
information services

Thank you

Shirlene Gonzalez

Legislative Director

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