

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

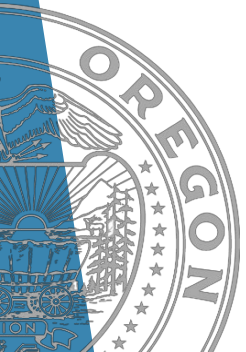
Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.



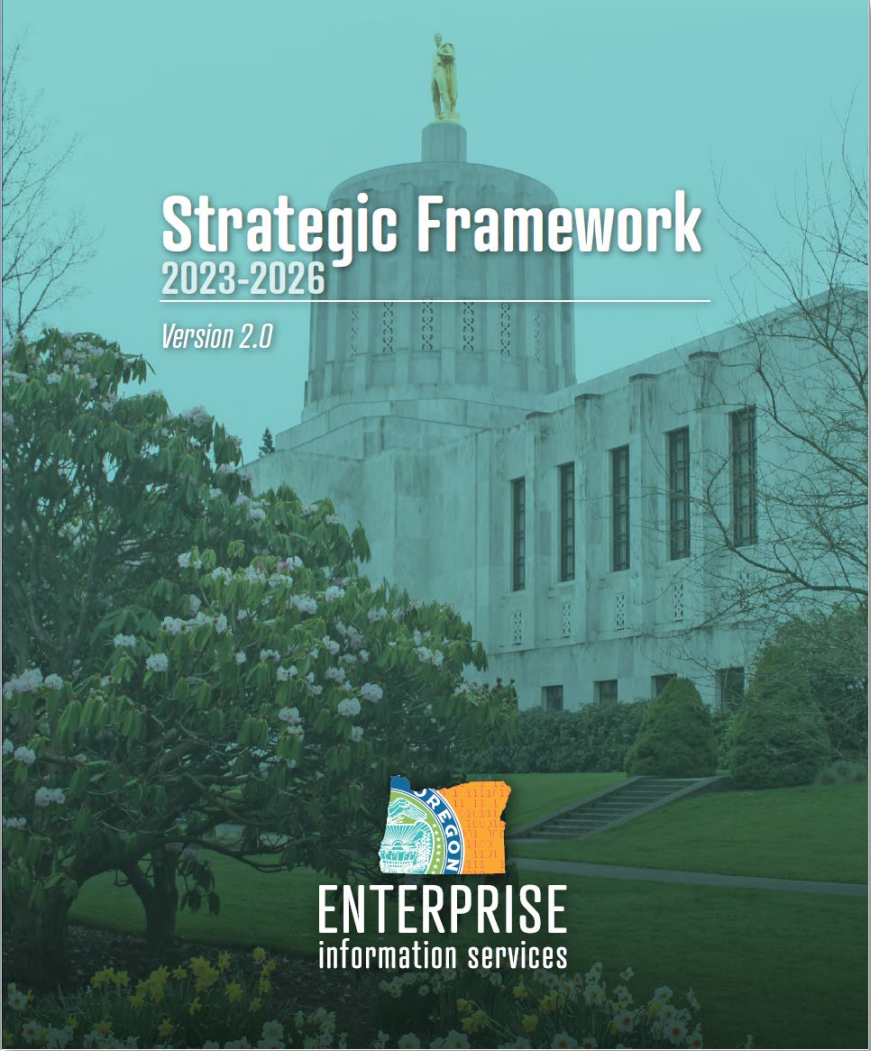
EIS Vision & Values

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

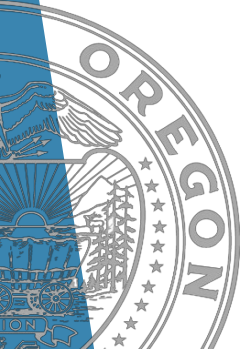
Ensuring accessible, reliable and secure state technology systems that equitably serve Oregonians.

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.

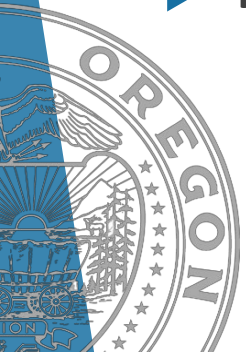
2023-2026 Objectives

- » 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

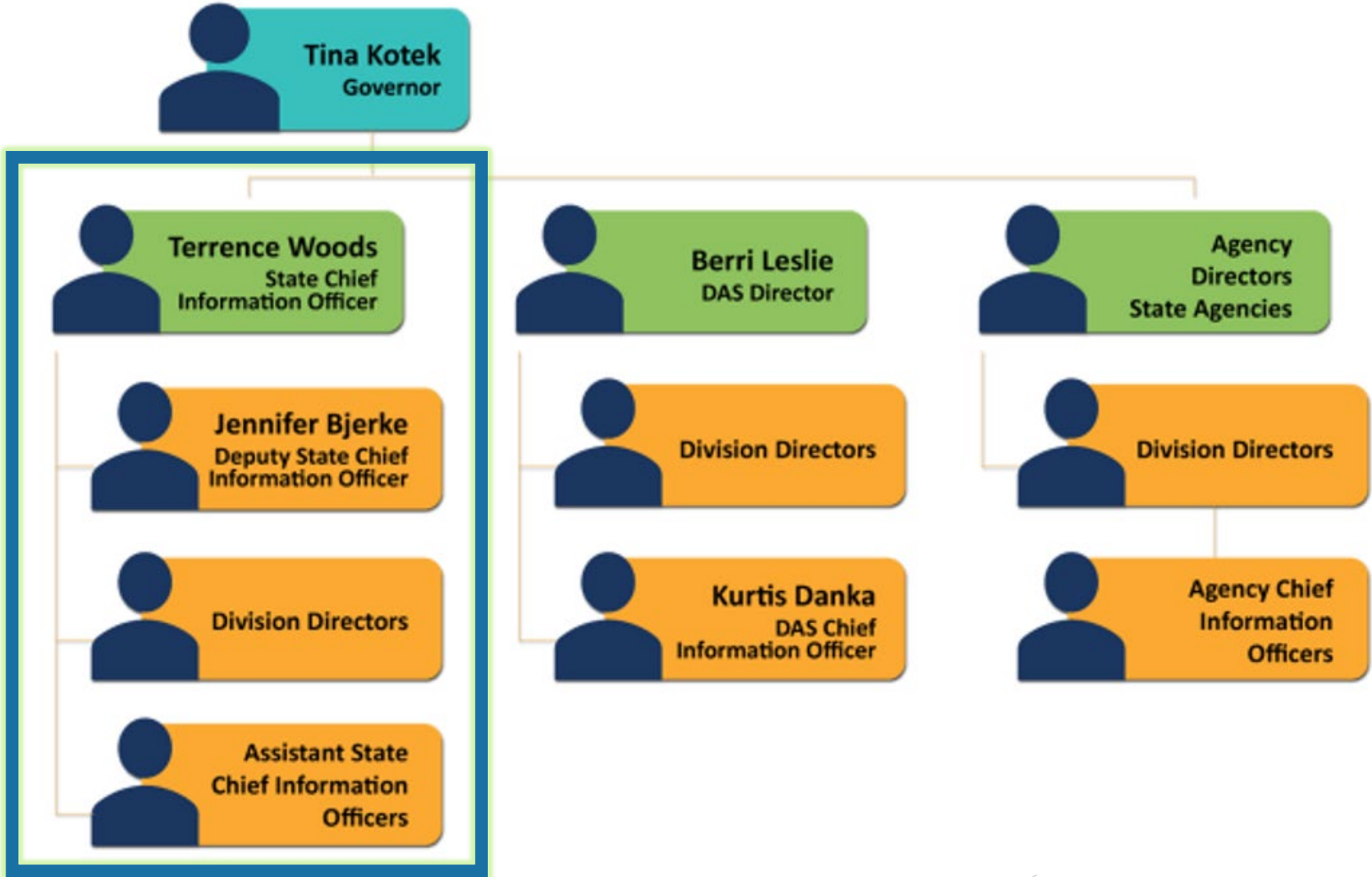


EIS Objectives

- ▶ 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

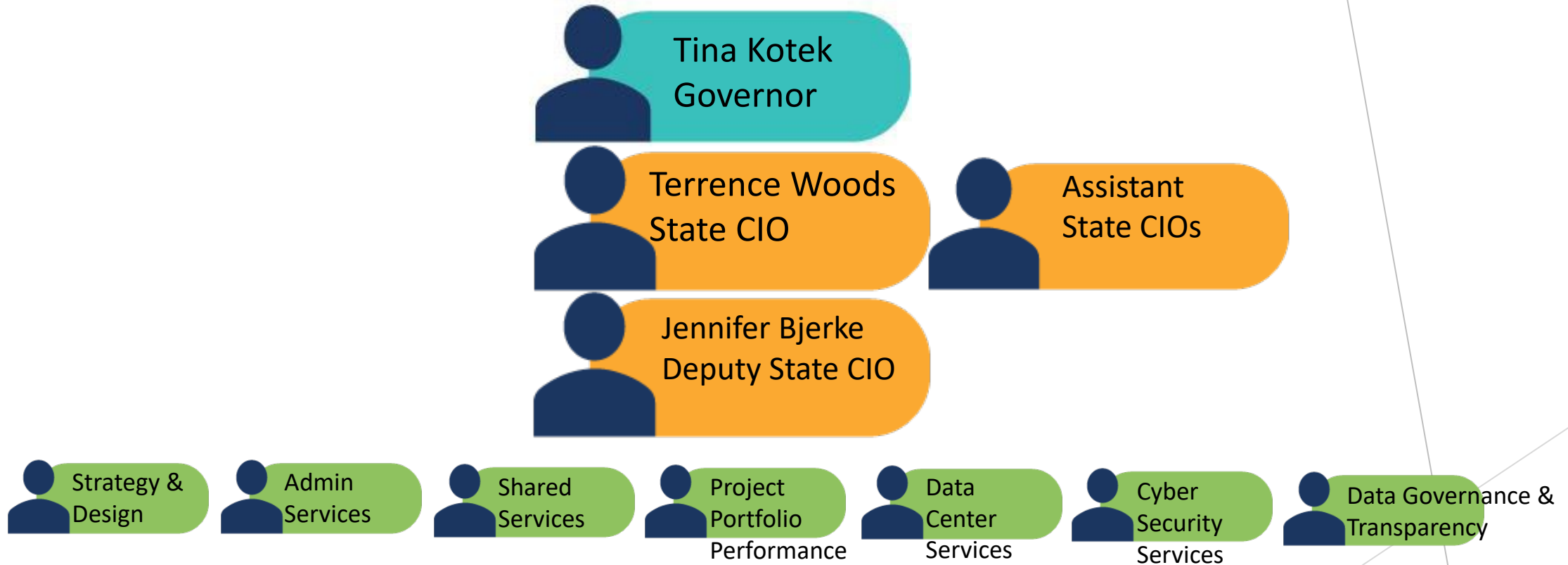


Statewide IT Organization



EIS Program Area Overview

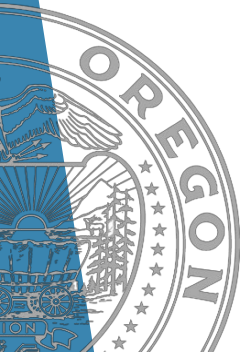
EIS Overview - Organization Chart



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








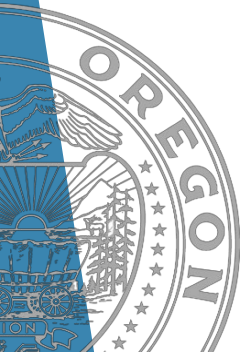
EIS Programs – Shared Services



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




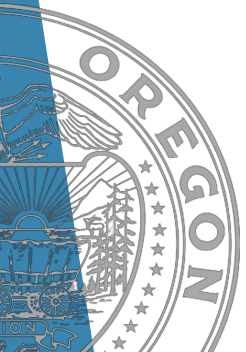
EIS Programs – Cyber Security Services (CSS)



*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







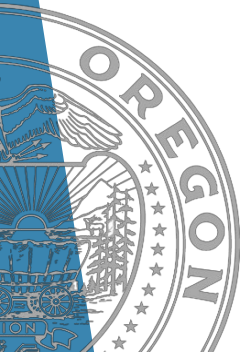
EIS Programs – Data Governance & Transparency



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 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



Computing Windows



Midrange



X86 Infrastructure



Cloud



IT Business Continuity



Command Center Operations



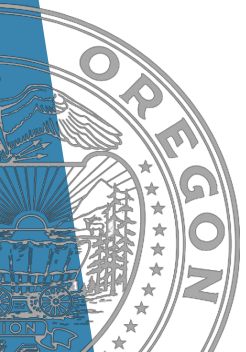
Enterprise Operations



Enterprise Network Operations

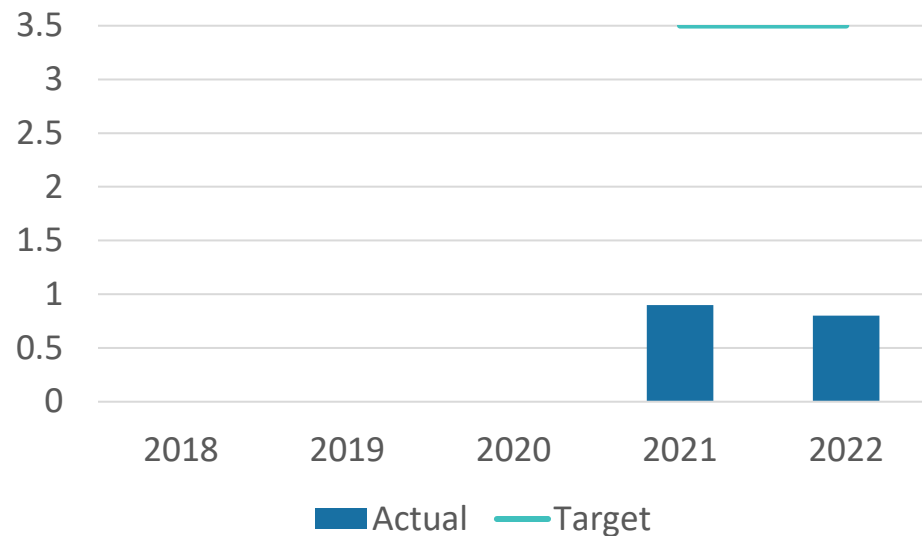


Business Support

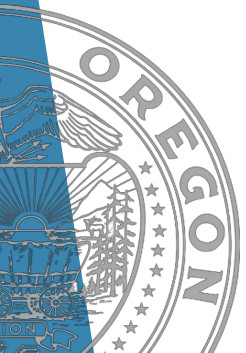


Key Performance Measure #8 – Information Security

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.

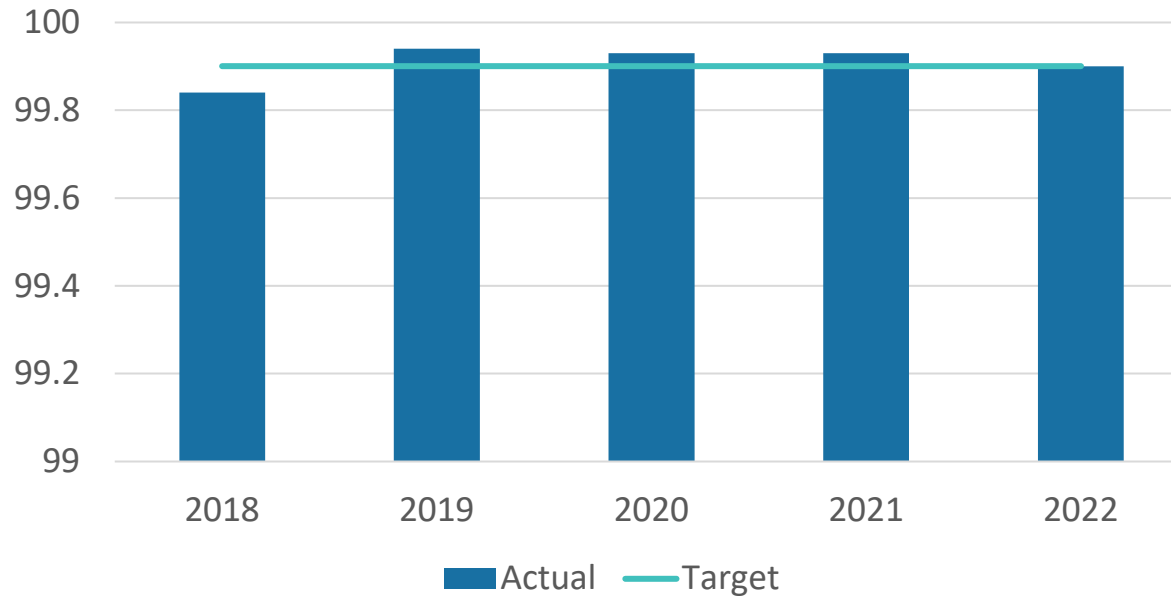


Fiscal Year	2018	2019	2020	2021	2022
Target				0.90	0.80
Actual				3.50	3.50



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

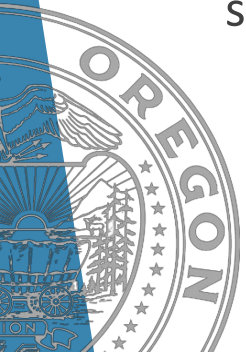
- ▶ Data Center Services Resilient Site
- ▶ Establish Cloud Managed Services

Cyber Security Services

- ▶ M365 Security Enhancements
- ▶ Enterprise Mobile Security

Data Governance & Transparency

- ▶ Geospatial Data Management and Sharing (GDMS)



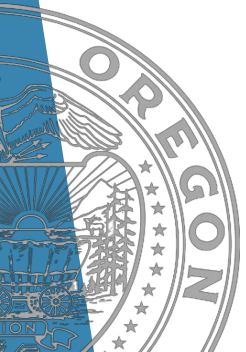
Enterprise Information Services Budget

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
Total	\$215,885,614	\$323,105,442	\$335,110,522	



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.

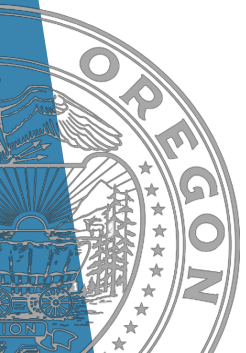
▶ Data Center Services (DCS)

- \$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.



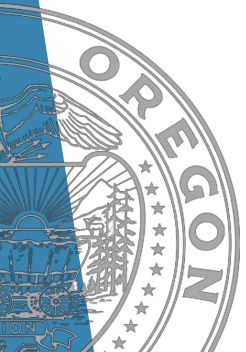
Long Term Vacancy List

- ▶ 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



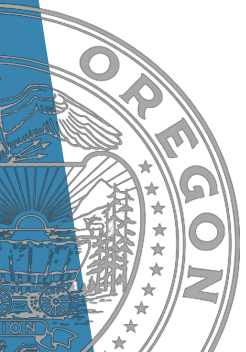
Governor's Recommended Budget

- ▶ 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



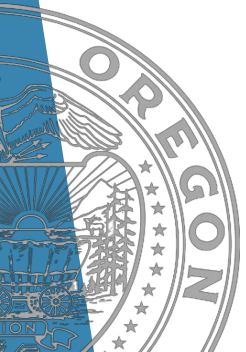
Governor's Recommended Budget

- ▶ 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

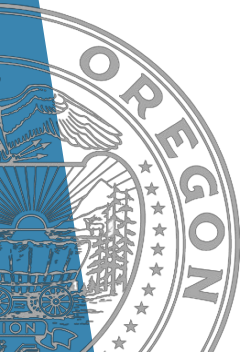
- ▶ Policy Option Package #127 – Statewide Imagery
 - Invests in Oregon's Statewide Imagery Program for the purchase of high quality statewide aerial imagery collections through the United State Department of Agriculture National Agriculture Imagery Program. The Statewide Imagery Program acquires imagery 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

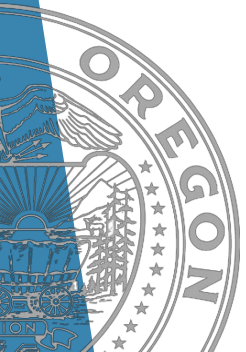
► Policy Option Package #128 – Chief Privacy Office

- 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

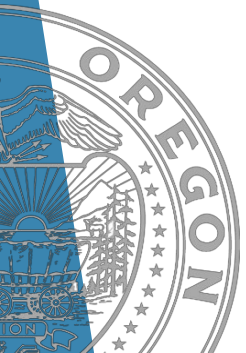


Governor's Recommended Budget

- ▶ 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

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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.

