



STATE OF NEVADA

OFFICE OF THE CHIEF INFORMATION OFFICER

Statewide IT Strategy

2024 - 2028

Elevating Nevada by embracing Governor Lombardo's "Nevada Way" in the security, management, advancement, and utilization of statewide IT resources to better serve Nevadans.



Message from the CIO



Timothy Galluzi
Chief Information Officer
State of Nevada

What is Nevada's State IT Strategy?

I'm excited to introduce Nevada's comprehensive IT strategy—a blueprint designed to guide us over the next 3 to 5 years. This document is more than a plan; it's a vision that aligns our efforts, resources, and investments with the Governor's strategic priorities to better serve Nevadans.

Our success depends on staying focused on the key initiatives outlined in this strategy. These initiatives represent a collective commitment to supporting our stakeholders and driving meaningful progress. Developed in collaboration with IT leadership, agency stakeholders, and our dedicated team members, this strategy is a shared effort to achieve alignment across the executive branch.

Looking back at the strides we've made in recent years, we've seen improvements in customer service, communication, and our overall organizational culture. But as we know, technology and the needs of our state evolve. Continuous quality improvement must remain at the heart of our mission, just as it does for the infrastructure and processes we manage.

A sincere thank you to everyone who contributed to this strategy—assessing where we are, envisioning where we want to be, and helping us bridge the gaps. Your hard work is critical to our progress.

I look forward to partnering with all of you as we tackle our 2023–2027 Strategic IT Goals, keeping Nevada at the forefront of innovation and service.

Yours in service,

Timothy Galluzi
Chief Information Officer



State of Nevada

IT Strategy 2024-2028

IT Mission “The Nevada Way”

The call to action of embracing “The Nevada Way” in technology drives us to ensure that we are working together. It is fundamental that communication, transparency, respect, and service are all core values for those that decided to give back and serve Nevada. To approach technological decisions through this lens helps us chart a path forward that all agencies can find value and direction.

State Functions

Education & Workforce
Economic Growth & Business Development
Health & Wellness
Public Safety & Infrastructure
Government Support Services
Rural & Natural Resources

IT Goals

Security Nevadans protect their own
Governance Nevadans work together
Modernization Nevadans choose action
Workforce Nevadans are tenacious
Digital Services Nevadans take care of each other
Road ahead Nevadans look to the future

Description

Information Security is not a subset of technology but the foundation on which it is built. Nevadans have trusted government with their tax dollars and their data. Government owes Nevadans the assurance that their private information and systems that they invested in are secure. Our commitment is to safeguard what's entrusted to us your data, your trust. Information Security is the bedrock of our technology, ensuring that the investments Nevadans make in their government are protected with vigilance and integrity.
Changes made, or policy enacted, at the statewide level have an impact on all agencies across the state. Decisions affecting Nevada are made with all voices in mind. Those decisions should not be made in a vacuum. Having hard discussions, finding common ground, and sharing a common vision are the only ways to surmount our greatest challenges. Good governance promotes transparency, communication, and collaboration.
Technology can either be an anchor that pulls down government services or it can be an enabler, the one thing that it cannot be is ignored. An infrastructure that is well maintained will be there when Nevada needs it most.
Our state workforce can eloquently be called scrappy, overcoming every hurdle with indomitable spirit. Regardless of the challenge or obstacle placed in front of them, they persevered. The state workforce of today and tomorrow needs to be agile. They need the tools to communicate, collaborate, and perform at even higher levels to accomplish the mission of serving Nevadans. We will look for opportunities to better equip the state workforce with tools and training to increase opportunities for internal advancement, retention, and recruitment.
Nevadans come to government services in times of great need, in times of great excitement, or when opportunity is knocking. Regardless of the type of service that is being rendered, government should meet Nevadans where they are. Adoption and expansion of digital services will allow all Nevadans, from Jackpot to Laughlin, to have access to the same governmental services as residents of Las Vegas or Reno. Services should be rendered using a multi modal approach as to not establish technological barriers to access and should always be delivered with the resident in mind.
Nevadans come to government with the same expectations experienced in their everyday lives. State government must become aware, evaluate, and plan for the appropriate adoption necessary to satisfy Nevadans and our visitor population, ensuring that Nevada is always a step ahead.

State Functions

State Priorities

IT Investments

IT Goals

Achieved through

Support

Achieved through

1
Education &
Workforce

2
Economic Growth &
Business Development

3
Health &
Wellness

4
Public Safety &
Infrastructure

5
Government Support
Services

6
Rural & Natural
Resources

1.4 Simplifying professional licensing and reducing barriers to entry

1.4.1 Consolidate workforce training programs

1.4.2 Facilitate cross government workforce collaboration

2.3 recruiting new industries and encouraging small business growth

2.3.1 Refocus economic development incentives to high wage jobs

4.1 Creating a safe and reliable transportation infrastructure

4.1.3 Partner with neighboring states and federal agencies on new opportunities

4.2 Expanding access to broadband services

4.2.2 Complete buildout of state owned critical infrastructure

4.2.3 Partner with service providers on access programs

5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment

5.1.3 Ease hiring and promotion processes within state agencies

5.2 Providing outstanding customer service

5.2.1 Ensure adequate workforce for customer facing staff

5.2.2 Establish robust web based opportunities for state consumers

5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems

5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies

5.3.1 Facilitate knowledge sharing and problem solving across departments

5.3.2 Consolidate similar services to create efficiencies

Threat Detection, Prevention & Mitigation

- 4.2.2 • Vulnerability scanning for all endpoints, cloud environment and web applications
- 4.2.3 • Improved endpoint protection including firewalls, and automated detection/response
- Monitoring of our attack surface to identify and address unmanaged external risk

Threat Identification

- 4.2.2 • Improved handling of multiple threat intelligence feeds. Automated application of reported Indicators of Compromise (IOCs).
- 4.2.3 • Sandbox environments for identification and analysis of malicious payloads
- Security Information and Event Management (SIEM) platform for early detection of anomalous activity and threat hunting for IOCs in our system logs

Security Staff and Training

- 1.4.1 • Improved staffing ratios at appropriate classifications dedicated to security
- 1.4.2 • Ongoing skills training for security and IT professionals across IT disciplines
- 5.2.3

Project/Portfolio Management Solution

- Provide portfolio visibility into Executive Branch technology investments
 - Identify common solutions and services for economies of scale
 - Establish best practices in technology investment, management, and operations
- Solutions that unlock the hidden value within state data

• Low/Code – No/Code Platforms

5.2.1 • Platforms/Software/Solutions-as-a-service

5.2.2 • Unified Communications

5.3.2 • Service Desk Solution

• SilverNet

2.3.1 • Online training and certification (enhancing staff efficiency, recruitment & retention)

5.1.1 • Class-wide study to benchmark appropriate compensation

• Mobile app development PAAS solutions

4.1.3 • Statewide MSA for mobile & web development

4.2.2 • Deploy a records management solution

4.2.3 • Create a Data Office within the Office of the CIO

5.3.2 • Statewide Identity Workgroup to identify agencies' needs and create a roadmap

• Enterprise Architecture Working Groups to collaborate on potential solutions services

• Identify and explore opportunities in emerging technologies such as Generative AI, Robotic Process Automation, Machine Learning, Chatbots, and more

• Identify a statewide digital identity roadmap for Nevadans; enabling access to agency-partners' services (e.g., DMV, DHHS, DETR, SOS, TAX, NDOT)

• Explore a state portal to improve digital delivery with personalized experiences; integrate with existing agency-partners' services

4.1.3 • Evaluate tools for improved citizen experiences

4.2.2 • Evaluate machine learning and Artificial Intelligence efficacy in emerging security tools

5.3.1 • Orchestrate enterprise solution proof-of-concept (POC) working groups comprised of agency stakeholders to validate business outcome needs

5.3.2 • Identify modernization trends in leveraging new technologies to provide better business outcomes and cost optimization for partner agencies

• Efficiency and efficacy of machine learning and Artificial Intelligence tools on IT workforce

Security

Governance

Modernization

Workforce

Digital Services

Road ahead



Security

Nevadans protect their own

Policy & Practice Changes

Annual review of state contract templates to ensure adequate security considerations are included.

Formal security review requirement on qualifying IT Projects

- Includes considerations for emerging threats and technologies, management of the State’s attack surface.
- Semi annual reporting from SISC on the state of information security in the executive branch.
 - Report to include Major project status, KPIs (% Agents, KnowB4, Incidents, etc.), CISO & SISC security risk assessment.

Report development to include focus on outcome driven metrics.

Cyber Security Taskforce

Investments

Threat Detection, Prevention & Mitigation

Vulnerability scanning for all endpoints, cloud environment and web applications

Improved endpoint protection including firewalls, and automated detection/response 4.2.2

Monitoring of our attack surface to identify and address unmanaged external risk 4.2.3

Threat Identification

Improved handling of multiple threat intelligence feeds. Automated application of reported Indicators of Compromise (IOCs).

Sandbox environments for identification and analysis of malicious payloads 4.2.2

Security Information and Event Management (SIEM) platform for early detection of anomalous activity and threat hunting for IOCs in our system logs 4.2.3

Security Staff and Training

Improved staffing ratios at appropriate classifications dedicated to security 1.4.1

Ongoing skills training for security and IT professionals across IT discipline 1.4.2

5.2.3

State Priorities

1.4 Simplifying professional licensing and reducing barriers to entry

1

1.4.1 Consolidate workforce training programs

1.4.2 Facilitate cross government workforce collaboration

2.3 recruiting new industries and encouraging small business growth

2

2.3.1 Refocus economic development incentives to high wage jobs

4.1 Creating a safe and reliable transportation infrastructure

4

4.1.3 Partner with neighboring states and federal agencies on new opportunities

4.2 Expanding access to broadband services

4.2.2 Complete buildout of state owned critical infrastructure

4.2.3 Partner with service providers on access programs

5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment

5.1.3 Ease hiring and promotion processes within state agencies

5.2 Providing outstanding customer service

5.2.1 Ensure adequate workforce for customer facing staff

5.2.2 Establish robust web based opportunities for state consumers

5

5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems

5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies

5.3.1 Facilitate knowledge sharing and problem solving across departments

5.3.2 Consolidate similar services to create efficiencies

State Functions

1

Education & Workforce

2

Economic Growth & Business Development

3

Health & Wellness

4

Public Safety & Infrastructure

5

Government Support Services

6

Rural & Natural Resources



Governance

Nevadans work together

Policy & Practice Changes

Re imagining of IT Governance in Nevada. We are reshaping the governance landscape in Nevada. This includes formalizing governance structures and defining the scope and usage of the IT Advisory Board (ITAB) and the State Technology Governance Committee (STGC). We're also fostering sub committees and working groups focused on enterprise technologies.

Formalize and define governance structure	5.3.2
ITAB Usage & Scope	5.3.1
State Technology Governance Committee (STGC)	5.3.1
Sub committees & working groups for enterprise technologies	4.2.3
Annual Focus/Stakeholder Group Meetings - Internal (Executive Branch) - External (Residents & Local Gov)	2.3.1
Statewide IT Project Portfolio visibility/reporting	5.2.2
Evaluate representation on Boards/Commissions	5.1.3
Publish State IT Policy Manual	5.1.3

Investments

Project/Portfolio Management Solution	
Provide portfolio visibility into Executive Branch technology investments	5.2.2
Identify common solutions and services for economies of scale	5.3.2
Establish best practices in technology investment, management, and operations	5.3.1
Solutions that unlock the hidden value within state data	

State Priorities

1	1.4 Simplifying professional licensing and reducing barriers to entry
	1.4.1 Consolidate workforce training programs
	1.4.2 Facilitate cross government workforce collaboration
2	2.3 recruiting new industries and encouraging small business growth
	2.3.1 Refocus economic development incentives to high wage jobs
4	4.1 Creating a safe and reliable transportation infrastructure
	4.1.3 Partner with neighboring states and federal agencies on new opportunities
	4.2 Expanding access to broadband services
	4.2.2 Complete buildout of state owned critical infrastructure
	4.2.3 Partner with service providers on access programs
	5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment
5	5.1.3 Ease hiring and promotion processes within state agencies
	5.2 Providing outstanding customer service
	5.2.1 Ensure adequate workforce for customer facing staff
	5.2.2 Establish robust web based opportunities for state consumers
	5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems
	5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies
	5.3.1 Facilitate knowledge sharing and problem solving across departments
	5.3.2 Consolidate similar services to create efficiencies

State Functions

1	Education & Workforce
2	Economic Growth & Business Development
3	Health & Wellness
4	Public Safety & Infrastructure
5	Government Support Services
6	Rural & Natural Resources



Modernization

Nevadans choose action

Our strategy encompasses a holistic approach to modernization, recognizing that the advancement of our services must be in lockstep with both business process refinement and technological innovation. We advocate for a seamless integration of our core IT components:

- Office of the CIO (Statewide IT vision, strategy, planning, consulting, and portfolio management)
- Communications (SilverNet, Unified Communications/Telephony, and Wireless/Microwave)
- Cybersecurity (Protecting state digital assets)
- Compute (SilverCloud, Unix Server Pool, Mainframe)
- Client Services (Application development and support, Client Services, and Quality Improvement)

Policy & Practice Changes

Develop lifecycle management plans for core technologies	5.3.2
Enhance the Technology Investment Notification (TIN) Process to include questions regarding the maturity path of in house or home grown platforms & systems	5.3.1
Cybersecurity (Protecting state digital assets)	4.2.2

Investments

Low/Code No/Code Platforms	5.3.1
Platforms/Software/Solutions as a service	5.3.2
Unified Communications (voice/mail, video, chat, and more via computers and mobile devices)	5.3.2
Service Desk Solution (providing automated and enhanced self help and more dynamic service, increasing state productivity)	5.2.1 5.2.2
SilverNet (networking upgrades supporting the state’s increasing data needs)	4.2.2

State Priorities

1	1.4 Simplifying professional licensing and reducing barriers to entry
	1.4.1 Consolidate workforce training programs
	1.4.2 Facilitate cross government workforce collaboration
2	2.3 recruiting new industries and encouraging small business growth
	2.3.1 Refocus economic development incentives to high wage jobs
4	4.1 Creating a safe and reliable transportation infrastructure
	4.1.3 Partner with neighboring states and federal agencies on new opportunities
	4.2 Expanding access to broadband services
	4.2.2 Complete buildout of state owned critical infrastructure
	4.2.3 Partner with service providers on access programs
5	5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment
	5.1.3 Ease hiring and promotion processes within state agencies
	5.2 Providing outstanding customer service
	5.2.1 Ensure adequate workforce for customer facing staff
	5.2.2 Establish robust web based opportunities for state consumers
	5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems
	5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies
	5.3.1 Facilitate knowledge sharing and problem solving across departments
	5.3.2 Consolidate similar services to create efficiencies

State Functions

1	Education & Workforce
2	Economic Growth & Business Development
3	Health & Wellness
4	Public Safety & Infrastructure
5	Government Support Services
6	Rural & Natural Resources



Workforce

Nevadans are tenacious

To continue delivering foundational services and innovative solutions, we are addressing workforce challenges head on with a series of strategic policy and practice enhancements:

Policy & Practice Changes

Technology Training and Education		
OCIO Hosted & Provided Technology Training Sessions		1.4.1
Technology Showcases		1.4.2
Recruitment		
Expedite the onboarding of eligible candidates		5.1.3
Expand recruitment activities in Southern Nevada		5.2.1
Retention		
Promote upskilling		1.1.3
		5.1.2
Create career pathways		5.1.3
Investments		
Class wide study to benchmark appropriate compensation		5.1.1
Online training and certification (enhancing staff efficiency, recruitment, and retention)		2.3.1

State Priorities

1	1.4 Simplifying professional licensing and reducing barriers to entry
	1.4.1 Consolidate workforce training programs
	1.4.2 Facilitate cross government workforce collaboration
2	2.3 recruiting new industries and encouraging small business growth
	2.3.1 Refocus economic development incentives to high wage jobs
4	4.1 Creating a safe and reliable transportation infrastructure
	4.1.3 Partner with neighboring states and federal agencies on new opportunities
	4.2 Expanding access to broadband services
	4.2.2 Complete buildout of state owned critical infrastructure
	4.2.3 Partner with service providers on access programs
5	5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment
	5.1.3 Ease hiring and promotion processes within state agencies
	5.2 Providing outstanding customer service
	5.2.1 Ensure adequate workforce for customer facing staff
	5.2.2 Establish robust web based opportunities for state consumers
	5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems
	5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies
	5.3.1 Facilitate knowledge sharing and problem solving across departments
	5.3.2 Consolidate similar services to create efficiencies

State Functions

1	Education & Workforce
2	Economic Growth & Business Development
3	Health & Wellness
4	Public Safety & Infrastructure
5	Government Support Services
6	Rural & Natural Resources



Digital Services

Nevadans take care of each other

Policy & Practice Changes

Engage the actual users/stakeholders of Government Services in the requirements gathering process for technology solution that impact users of the government services	4.2.2 5.3.2
Embrace multimodal approach to serving (In person Face to face, Kiosk, Online, Mobile)	4.2.3
Establish a Data Center of Excellence to collaborate with all agency partners to establish standards, policies and practices to protect and manage constituent data	
Partner with agencies in proof of concept (POC) efforts to validate the business and technical efficacy of potential solutions	4.1.3

Investments

Mobile app development PAAS solutions	5.3.1
Statewide MSA for mobile & web development	5.3.2
Deploy a records management solution (increase efficiency by reducing paperwork)	5.2.3
Create a Data Office within the Office of the CIO (begin to focus on the importance of data)	5.2.2
Initiate a Statewide Identity Workgroup (identify agencies needs and create a roadmap)	
• Single state portal to access services (initially pointing to existing web solutions)	5.3.1
• Single identity for access to all state services (common identity for all agencies)	5.2.2
• Low level authentication (accommodating visitors and information only visitors)	4.2.2
• High level authentication (accommodating voting, unemployment, health services)	
Enterprise Architecture Working Groups to collaborate with agency stakeholders on new potential solutions and services	5.3.1 5.3.2
• Identify necessary business outcomes	5.3.1
• Leverage agency pioneered solutions	
• Share agency successes and lessons learned for the benefit of all stakeholders	

State Priorities

1	1.4 Simplifying professional licensing and reducing barriers to entry
	1.4.1 Consolidate workforce training programs
	1.4.2 Facilitate cross government workforce collaboration
2	2.3 recruiting new industries and encouraging small business growth
	2.3.1 Refocus economic development incentives to high wage jobs
4	4.1 Creating a safe and reliable transportation infrastructure
	4.1.3 Partner with neighboring states and federal agencies on new opportunities
	4.2 Expanding access to broadband services
	4.2.2 Complete buildout of state owned critical infrastructure
	4.2.3 Partner with service providers on access programs
5	5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment
	5.1.3 Ease hiring and promotion processes within state agencies
	5.2 Providing outstanding customer service
	5.2.1 Ensure adequate workforce for customer facing staff
	5.2.2 Establish robust web based opportunities for state consumers
	5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems
	5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies
	5.3.1 Facilitate knowledge sharing and problem solving across departments
	5.3.2 Consolidate similar services to create efficiencies

State Functions

1	Education & Workforce
2	Economic Growth & Business Development
3	Health & Wellness
4	Public Safety & Infrastructure
5	Government Support Services
6	Rural & Natural Resources



Road Ahead

Nevadans look to the future

Current Targets

Identify and explore opportunities in emerging technologies such as Generative AI, Robotic Process Automation, Machine Learning, Chatbots, and more that can create efficiencies in government service delivery.	
Identify a statewide digital identity roadmap for Nevadans; enabling access to agency partners' services (e.g., DMV, DHHS, DETR, SOS, TAX, NDOT).	4.1.3 4.2.2
Explore a state portal to improve digital delivery with personalized experiences; integrate with existing agency partners' services.	4.2.3
Evaluate tools for improved citizen experiences.	5.3.2
Evaluate machine learning and Artificial Intelligence efficacy in emerging security tools.	
Orchestrate enterprise solution proof of concept (POC) working groups comprised of agency stakeholders to validate business outcome needs.	5.3.1
Identify modernization trends in leveraging new technologies to provide better business outcomes and cost optimization for partner agencies.	
Explore how machine learning and Artificial Intelligence tools can enhance IT workforce efficiency and efficacy.	

These targeted objectives not only map out a course for the imminent future but also lay the groundwork for a resilient, agile, and technologically empowered Nevada. It's a path defined by collaborative innovation and guided by the strategic vision of Governor Lombardo's initiatives, ensuring that Nevada remains a beacon of public service excellence in the digital age.

State Priorities

1	1.4 Simplifying professional licensing and reducing barriers to entry
	1.4.1 Consolidate workforce training programs
	1.4.2 Facilitate cross government workforce collaboration
2	2.3 recruiting new industries and encouraging small business growth
	2.3.1 Refocus economic development incentives to high wage jobs
4	4.1 Creating a safe and reliable transportation infrastructure
	4.1.3 Partner with neighboring states and federal agencies on new opportunities
	4.2 Expanding access to broadband services
	4.2.2 Complete buildout of state owned critical infrastructure
	4.2.3 Partner with service providers on access programs
5	5.1 Recruiting and retaining a talented workforce, while ensuring a positive, respectful work environment
	5.1.3 Ease hiring and promotion processes within state agencies
	5.2 Providing outstanding customer service
	5.2.1 Ensure adequate workforce for customer facing staff
	5.2.2 Establish robust web based opportunities for state consumers
	5.2.3 Improve a culture of problem solving and responsiveness, in which Employees are empowered to address identified problems
	5.3 Collaborating with other agencies to streamline service delivery and improve operational efficiencies
	5.3.1 Facilitate knowledge sharing and problem solving across departments
	5.3.2 Consolidate similar services to create efficiencies

State Functions

1	Education & Workforce
2	Economic Growth & Business Development
3	Health & Wellness
4	Public Safety & Infrastructure
5	Government Support Services
6	Rural & Natural Resources