INFORMATION TECHNOLOGY ADVISORY BOARD

DATE AND TIME: November 09, 2023, 3:30pm

LOCATIONS: State Public Works Division   State Public Works Division
                   515 E. Musser St.   2300 McLeod St.
                   1st Floor Conference Room   Room 1400
                   Carson City, Nevada 89701   Las Vegas, Nevada 89104

<u>MINUTES</u>

1. CALL TO ORDER and ROLL CALL

   Vice Chair Robin Heck called the meeting to order and asked Administrative Assistant Jennifer Hunt to call the roll.

   Members Present

   - Jeramie Brown, Chair - In person
   - Robin Heck, Vice Chair - Virtual
   - Hillery Pichon, Chief -Virtual
   - Christopher Turner - Virtual
   - Raymond Medeiros - In person
   - David Tyburski - Virtual

   Members Absent

   - Jack Robb, Director
   - Loren Young
   - Sandra Ruybalid, Deputy Administrator

2. PUBLIC COMMENTS *(for discussion only*

   None

3. APPROVAL OF MINUTES: (for possible discussion) – Chair Jeramie Brown

   Chris Turner motioned to approve the minutes from the last meeting. David Tyburski seconded the motion. Motion Passed.

4. STATE IT GOVERNANCE: (fo*r discussion and possible action)* – Timothy Galluzi, State Chief Information Officer

Timothy Galluzi, State Chief Information Officer in the Office of the CIO, gave a brief overview of their current IT governance framework they've been working on. The IT Advisory Board for the state and Nevada plays a critical role in assisting the office of the CIO, formerly Enterprise IT Services. The Office of the CIO will reach out to ITAB for recommendations on statewide IT strategic initiatives, what technologies are out in the wild, advice on what they should and should not be doing moving forward, and operations.

Just today, the Office of the CIO signed a charter for the States Technology Governance Committee (STGC). The STGC is made up of representatives from cabinet level agencies from across the executive branch and not all are IT Professionals. The State Technology Governance Committee is there to support the Office of the CIO and the creation and formulation of statewide IT policy. Timothy Galluzi said that he is a believer in shared governance because the decisions that the Office of the CIO makes impact all the executive branch and how they deliver services to the residents of Nevada and their constituents. He also has plans to set up a governance committee for each one of their enterprise level platforms and invite all the tenant agencies to help them guide that platform.

The purpose of setting up these committees is to discuss any disagreements within the individual project governance committees. There is now a point of escalation where agencies and outside entities can forward their concerns to the STGC for review and approval. Policies still need to be established to elevate the level of IT maturity and governance across the state.

Another committee Timothy mentioned was the State Information Security Committee (SISC). The SISC has been established for quite a few years and the Chair is the State Chief Information Security Officer, Bob Denhart. This group is made up of representatives from across the executive branch, primarily information security officers or those filling the information security officer role. Some are outside of the executive branch.

Timothy says that this is a good step forward and emphasizes what they're trying to do with collaboration across the state and hopes to work together. Timothy paused for questions.

David Tyburski asked if there has been any consideration of adding in industry leaders of those same roles, to get a perspective from outside of government?

Timothy Galluzi responded that this is the purpose of the Information Technology Advisory Board (ITAB) and he is hesitant to open up those internal governance committees because that effectively makes it a public meeting. As soon as that happens, it no longer can be considered an internal staff meeting and then he would need to follow all the provisions of open meeting law. A lot of the discussions may include actual configurations and how these platforms are set up, which is a level of detail that could potentially put the state at risk if it was done in a public forum. Yes, it was considered.

David Tyburski responded that he would like to build a structure to bring those issues from those committees up to ITAB and asked if we have a good way of doing that.

Timothy Galluzi stated that ITAB has a unique opportunity because two of the members of the STGC serve on ITAB as well, which are members Chief Hillary Pechon and Chair Jeramie Brown. The chair has the discretion to add items to the agenda, if the chair deems it appropriate, to continue the discussions from the STGC in order to get a broader perspective. This is appropriate in most cases as long as ITAB stays out of the incredibly technical and tactical detail type conversations.

Timothy Galluzi continued by saying that there was a conversation last time about the statewide whitelists and allowable software. He touched on the actual investment government governance that's currently used in the state. NRS 242 requires his office to evaluate all IT investments with a value of over $50,000. It goes to their Technology Investments Notification or TIN process, and agencies must fill out a form which describes the type of technology they want to pursue. It describes the types of technology, what components are going to be required, the overall scope, the business justification, and what areas of technology are going to be impacted. These notifications are then sent to their subject matter experts in house to identify where enterprise-wide impacts could be seen and where risks may pose themselves.

The inaugural meeting with the STGC was finding a point of escalation for agencies when their TIN is not in agreement with the OCIO and where would that process go next. Timothy Galluzi wants to better clarify that process for their agency partners as they're looking to invest more in technology.

5. GENERATIVE ARTIFICIAL INTELLIGENCE: **(for *discussion and possible action)* –** Timothy Galluzi, State Chief Information Officer

Timothy Galluzi, State Chief Information Officer, explained to the ITAB that there is a lot of interest in AI based technologies, whether it's machine learning, generative AI, and/or robotic process automation. What brought this to the forefront is generative AI tools such as chat GPT, and the services that are connected with that. Timothy mentioned that he is cautiously optimistic because these tools have the capabilities to push us forward when it comes to providing services in more effective and efficient ways. These tools can refocus the talent of our incredible workforce on things that need that level of creativity. Right now, the OCIO is trying to pull together interested stakeholders from across the executive branch and beyond to have a conversation about the opportunities for AI for a summit in either the January or February time frame.

The important question for Timothy Galluzi is how the state can leverage these opportunities safely and securely. He believes there needs to be a conversation about how the state is going to govern the use of these technologies and what does he need to be concerned with regarding securing these technologies.

On October 30th, the Biden administration pushed out an executive order about AI and the OCIO is looking at some requirements at the state level, primarily in agencies that deal with federal programs. Any agency that deals with federal programs and is

deploying AI technology in their environment is going to have to report that up to their federal partner.

Timothy Galluzi says that if the technology is proven to be secure and the appropriate controls can be put into place, he believes it's something that the government should be looking at to better our services to our constituents. Timothy Galluzi then paused for questions.

Chair Jeramie Brown asked if Timothy Galluzi has considered releasing some type of initial guidance for state employees when they utilize the AI types of tools? His concern is that if the Office of the CIO doesn't give state employees some guidance, they're going to go out and use these AI tools and potentially get themselves in trouble.

Timothy Galluzi responded that initial guidance is something they have been discussing. It's his hope that they would be able to get the AI summit or workshop pulled together before guidance went out to get feedback from their stakeholders.

No other questions were asked.

6. STATE IT STRATEGY: **(for *discussion and possible action*)** – Timothy Galluzi, State Chief Information Officer

Timothy Galluzi presented to the ITAB the first draft of the Office of the CIO statewide IT strategy. The intent of the statewide IT strategy was to craft a document that any agency's IT department could find alignment with. One of Timothy Galluzi's requirements with Nevada Revised Statute (NRS) 242 and within the state administrative manual (SAM) is to assist agencies and guide them in the creation and formulation of their own agency specific IT strategies.

In the Office of the CIO statewide IT strategy, security is first on the list. Protecting the data and information of the constituents of Nevada is their primary goal along with the protection of the infrastructure that they have invested in. Their second priority is governance.

Timothy Galluzi believes that governance is how the Office of the CIO is going to continue moving the maturity level of state IT forward. Their plan is to work with partner agencies and build a culture of collaboration but do it in a structured way so that if one of the individual parts is taken out, the process and system continues to thrive.

Timothy Galluzi continued with modernization. He wants to focus on ensuring they're moving away from building up technological debt and looking at technologies that have reliability and resilience as technology continues to mature. It is his intention that the platforms they select mature with the state, and they don't end up sitting on a platform for 20 years where it's more expensive to replace them.

Another focus for the Office of the CIO is on the state of Nevada's workforce. Workforce is a point of friction right now for state technology.

And of course, The Office of the CIO wants to focus on designing their services so that Nevadans can consume digital services regardless of their location. He wants to ensure that the applications built are mobile friendly and secure, and that they can be delivered either through their websites or kiosks. It's a matter of delivery methodology that is as flexible as possible for the road ahead.

Timothy Galluzi requested the ITAB to continue working through the state IT strategy and he would welcome any recommendations or guidance.

Timothy paused for questions.

Raymond Medeiros asked if alignment with the state IT strategy was optional.

Timothy Galluyzi responded that he wants to encourage agencies to find alignment with his state IT strategy. He doesn't have the current policy to enforce a strict alignment. This was designed to make it easy for agencies. He's creating a template to guide them through their agency IT strategy building and help them along that path. That's what they're pushing forward on.

Raymond said that's a tough position, to be responsible for all that without having the authority to enforce it.

Timothy Galluzi responded that he has recently been included in Governor level Cabinet Meetings so if there is an instance where the Office of the CIO requests something from agencies and those requests are not fulfilled, he can use that venue to encourage individuals to comply. However, in the end, his goal is to support agency partners as much as possible and hopes it never comes down to that.

There were no other questions.

7. DISCUSSION ON PROPOSED AGENDA ITEMS: *(for possible action)* – Chair Jeramie Brown and Members of ITAB

Chair Jeramie Brown said that in the last ITAB meeting, they talked about some agenda items they would like to discuss, such as the cybersecurity plan, the state IT strategy, emerging technologies, and the transition of the Office of the CIO into the Office of the Governor.

He then asked if the board had any other agenda topics they would like to discuss in future meetings.

Timothy Galluzi mentioned to the ITAB that budget build season is getting closer. A point of discussion for future agenda items could be what major initiatives or enhancements the Office of the CIO is requesting and if the board could provide guidance and feedback. During the budget build process, the Office of the CIO will start to identify any changes to NRS that they believe would benefit the state. The ITAB could provide letters of support to either the governor or legislature in support of those budget build items.

Chair Jeramie Brown wanted to discuss modernization and what that looks like for the state of Nevada: What are the targets, what legacy systems will be replaced, and what they will be replaced with. Jeramie Brown is not looking for anything specific but to be provided with an overview.

The board did not have any new agenda suggestions.

8. PUBLIC COMMENTS *(for discussion only)*

No public comments.

9. ADJOURNMENT

Agenda Item #6

Statewide IT Strategy (FY23-FY27 Draft)

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

'The Nevada Way'

"The Nevada Way" is a call to the incredible spirit that permeates through all Nevadans. A spirit that exists not only in those that have longstanding generational ties to the Silver State, but to those who came here to seek out opportunity and adventure. The Nevada Way speaks of resilience, tenacity in the face of a challenge, that no obstacle is insurmountable, that if we work together, look out for each other, we will always find a 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.

Security - *Nevadans protect their own*. 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.

Governance – *Nevadans work together*. Changes made, or policy enacted, at the statewide level have an impact on all agencies across the state. Those decisions should not be made in a vacuum. Having the 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.

Modernization – *Nevadans choose action*. 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.

Workforce – *Nevadans are tenacious*. Our state workforce can eloquently be called

scrappy. 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 preform 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.

Digital Services – *Nevadans take care of each other*. 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.

Road Ahead – *Nevadans look to the future*. 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.

Security

The State of Nevada holds significant assets in the form of information and physical property. While carrying out the business of government and providing service to the citizens and residents of the State, agencies collect and process many different types of information, including financial, academic, medical, human resources, and other personal information. These information assets are a highly valued resource and all persons who use State information assets have a responsibility to protect this resource. Regulatory requirements, industry standards, and best practices also impose obligations on the State to protect information relating to employees, appointees, and elected officials.

The State Information Security Committee, a collaborative body made up of Information Security Officers from Executive branch agencies and chaired by the CISO, has established information security policies, standards, and procedures designed to reduce business and operational risk and to protect information assets from unauthorized disclosure, modification, or destruction. The degree of protection needed is based on the nature of the resource and its intended use. The approach taken is to focus on the information being protected, and allow it to dictate the level of security required.

Policy & Practice Changes:

- Annual review of state contract templates to ensure adequate security considerations are included.
- Formal security review requirement on qualifying IT Projects

- o 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.
  - o Report to include Major project status, KPIs (% Agents, KnowB4, Incidents, etc.), CISO & SISC security risk assessment.
  - o Report development to include focus on outcome-driven metrics.
- Cyber Security Taskforce

Investments in:

- Threat Detection, Prevention & Mitigation
  - o Vulnerability scanning for all endpoints, cloud environment and web applications in the State.
  - o Improved endpoint protection including intelligent device-based firewalls, and automated detection and response.
  - o Monitoring of our attack surface to identify and address unmanaged external risk.
- Threat Identification
  - o Improved handling of multiple threat intelligence feeds.
  - o Automated application of reported Indicators of Compromise (IOCs).
  - o Sandbox environments for identification and analysis of malicious payloads (i.e., email attachments, file downloads).
  - o 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
  - o Improved staffing ratios at appropriate classifications dedicated to security in every agency.
  - o Ongoing skills training for security and IT professionals across IT disciplines

Governance

Governance is critical to OCIO succeeding in our charter for "…the coordinated, orderly and economical processing of information in State Government, to ensure economical use of information systems and to prevent the unnecessary proliferation of equipment and personnel among the various state agencies."

Fundamental to successful governance in our state is Collaboration between all federated partners. This is a key tenant of both strategy and operations and shall be incorporated in everything OCIO does.

Policy & Practice Changes:

- Re-imagining of IT Governance in Nevada
    - Formalize and define governance structure
    - ITAB Usage & Scope
    - IT Strategic Planning Committee
    - State Technology Governance Committee (STGC)
    - Sub-committees & working groups for enterprise technologies
- Annual Focus/Stakeholder Group Meetings
    - Internal (Executive Branch)
    - External (Residents & Local Gov)
- Statewide IT Project Portfolio visibility/reporting
- Evaluate representation on Boards/Commissions
- Publish State IT Policy Manual

Investments in:

- 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

Modernization

Without technology, Nevada's constituents cannot receive the services state government exists to provide. Foundational technologies are the enabler necessary for state agencies to fulfill their mission.

As state services evolve, vigilance is needed to ensure OCIO's foundations can continue to support our agency partners' missions. Modernizing the state's foundation requires collaboration with agencies to ensure their business needs can be met.

Attention to both business processes and new technology is required for successful modernization. OCIO promotes this holistic approach internally and with our agency partners as core IT components are identified.

Core components of the state's technology foundations include:

- 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)
- Agency IT Services (Application development and support, Client Services, and Quality Improvement)

Policy & Practice Changes:

- Develop lifecycle management plans for core technologies
- Enhance the TIN Process to include questions regarding the maturity path of in-house or home-grown platforms & systems
- Prioritize COTS solutions versus home-grown

Investments in:

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

Workforce

State employees are one of the most valuable assets required to provide services to Nevada's constituents. Significant disparities have increased between the state and both the private sector and other public sector entities (counties and cities).

To continue providing the foundation services and solutions to our agency partners, workforce challenges must be addressed.

Policy & Practice Changes:

- Technology Training and Education
  - OCIO Hosted & Provided Technology Training Sessions.
  - Technology Showcases.
- Recruitment
  - Expedite the onboarding of eligible candidates
  - Expand recruitment activities in Southern Nevada
- Retention
  - Promote upskilling.
  - Create career pathways.

Investments in:

- Class-wide study to benchmark appropriate compensation.
- Online training and certification (enhancing staff efficiency, recruitment, and retention).

Digital Services

Constituents of all demographics are accustomed using computers, mobiles, and tablet devices via websites, chat, and social media when interacting with the private sector. Nevada must adopt these modalities to increase user satisfaction as well as reduce the cost of delivering state services.

Digitization of state services requires a business outcome focus to identify the best value for process and technology investments.

With an increase of digital services, a more robust focus on data protection, privacy, and ownership is called for. New standards, policies, and solutions are needed to keep pace with these new digital services.

Technology is constantly changing. Identifying future needs of agency partners is critical in the planning of the future enterprise environment to support new services and the state's constituents. Important too, is ensuring a viable economic path for new technologies.

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.
- Embrace multimodal approach to serving.
    - In-person – Face-to-face
    - Kiosk
    - Online
    - Mobile
- 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

Investments in:

- Mobile app development PAAS solutions
- Statewide MSA for mobile & web development
- Deploy a records management solution (increase efficiency by reducing paperwork)
- Create a Data Office within the Office of the CIO (begin to focus on the importance of data)
- Initiate a Statewide Identity Workgroup (identify agencies' needs and create a roadmap)
    - Single state portal to access services (initially pointing to existing web solutions)
    - Single identity for access to all state services (common identity for all agencies)
    - Low-level authentication (accommodating visitors and information-only visitors)
    - High-level authentication (accommodating voting, unemployment, health services)

- Enterprise Architecture Working Groups to collaborate with agency stakeholders on new potential solutions and services
  - Identify necessary business outcomes
  - Leverage agency-pioneered solutions
  - Share agency successes and lessons learned for the benefit of all stakeholders

Road Ahead

Nevada's statewide strategy would be incomplete without a Look into the future to anticipate the needs of our partner-agencies and the people they serve. Identifying the road ahead is critical in planning for new enterprise technologies.

Current Targets:

- 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.
- Evaluate tools for improved citizen experiences.
- 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.
- 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.

Feedback / Questions

Feedback form: Enterprise Information Technology Services Feedback Survey (office.com)

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