

INFORMATION TECHNOLOGY ADVISORY BOARD

DATE AND TIME: March 21, 2024, 1:00pm

LOCATIONS: Nevada State Library and Archives State Public Works Division
100 N. Stewart Street 2300 McLeod St.
1st Floor Boardroom Room 1400
Carson City, Nevada 89701 Las Vegas, Nevada 89104

MINUTES

1. CALL TO ORDER and ROLL CALL

Chair Jeramie Brown called the meeting to order and asked Executive Assistant Jennifer Hunt to call the roll.

Members Present

- Jeramie Brown, Chair - In person
- Robin Heck, Vice Chair - Virtual
- Christopher Turner - Virtual
- Raymond Medeiros - In person
- David Tyburski – Virtual
- Sandra Ruybalid - Virtual
- Natha Anderson – In person

Members Absent

- Jack Robb
- Loren Young
- Hillery Pichon
- Rochelle Nguyen

2. PUBLIC COMMENTS *(for discussion only)*

None

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

Sandra Ruybalid, department of Health and Human Services, motioned to approve the minutes from the last meeting. Chris Turner seconded the motion. Motion Passed.

4. OFFICE OF THE CIO AI SUMMIT: Timothy Galluzi, Chief Information Officer for the Office of the Chief Information Officer (OCIO), gave an overview of the OCIO inaugural State CIO AI Summit at the end of February. This is a topic that is garnering a lot of interest and excitement but also a lot of hype. For this summit, the OCIO wanted to gather individuals from IT leadership from across the executive branch, higher education, and members of the community to talk about the potential impacts of these AI technologies. When they talk about AI technologies, it is an incredibly broad term. Recently, the OCIO has seen the introduction of what is known as generative AI, which can mimic human speech through text, create images and video. To highlight these uses, Timothy Galluzi brought in guest speaker Svetlana Sinclair, Gartner's renown expert in AI technologies. Svetlana Sinclair highlighted the societal impacts and regulatory concerns and commented how this is the first time that industry has come to the table asking the state to create regulation and guardrails.

After her discussion, the AI Summit moved into two separate panels. Two of OCIO partners provided moderators, partnering with ArcDome strategies, a local technology in government consulting firm here in Northern Nevada, as well as the Guinn Center. The Guinn Center is a nonpartisan research and advocacy, advisory group that has a partnership with the University of Nevada, Reno.

Timothy Galluzi is of the mind that they do not want to create regulation or governance that is so stringent that it stifles innovation. His office wants to do enough to ensure that the state's data and infrastructure is protected. In total, they had 100 to 120 attendees at the AI Summit and their office was honored with the partnership of Western Nevada College that allowed the use of their facilities and support staff.

Timothy Galluzi was especially thankful for his Chief Communication and Policy Officer, Michael Hanna-Butros Meyering and the OCIO who came together to make this event possible. He then opened the floor to questions.

Raymond Medeiros, Carson City School District, said that he appreciates the conversation because in education specifically it changes the whole dynamic of how they deliver instruction and what future employers are going to find valuable in terms of skill sets.

They're trying to figure out how this is going to impact their school district, how to adapt, and how they'll provide the students with the skill set they need to be able to participate in the world without compromising the integrity of the education system.

No one else had any questions.

5. ARTIFICIAL INTELLIGENCE GOVERNANCE: – Chair Jeramie Brown and Members of ITAB

Sandra Ruybalid, Department of Health and Human Services, used Medicaid as an example of a partner agency using Artificial Intelligence. They are using chat bot functionality to assist in the Medicaid provider community with questions they have

about enrollment to make the process quicker as opposed to waiting for an agent. They lack staff that can answer phones, so the chat bot functionality for the call center is crucial for meeting the community's needs.

Jeremie Brown, Department of Transportation, inquired if the agency employed a large language model for the purpose of regulations and how they determine what the answers will be when using the chat line.

Sandra Ruybalid, Department of Health and Human Services, believed it is frequently asked questions based and explained the feature is through their third-party fiscal agent. Gamewell Technologies has a platform nationwide with other states for Medicaid. The agency adopted what was already being done in that space.

Raymond Medeiros, Carson City School District (CCSD), stated that he has limitations to using AI. There are not many guardrails, and they are attempting to configure where the guardrails need to be before they build them. The school district is holding meetings with their educators and the community to solidify the policy. Currently, they are using it for redundant task reduction. Some tasks teachers do at night, and it consumes much of their personal time. CCSD is using AI to try and minimize the amount of additional time instructors must put in after-hours, which includes grading papers. The AI used to help create lesson plans is not meeting all educator's needs. It completes most of the task, but it still requires some work to finalize and manipulate what is populated to make it appropriate to teach students.

There is potential in how the technology can be used moving forward. He expressed the hope that the industry can standardize the interoperability language so the systems can communicate effectively. They intend to use it to evaluate their student assessments, learning outcomes, and get a good view of where the students are by inserting human language. This would assist with recommendations and interventions as well. These functions are yet to come but vendors are integrating it into the product that they provide the school district. It is becoming more commonly used but people may not understand that it is embedded into the products they are already using.

David Tyburski, Information Technology (IT) Industry Representative, stated that his company has been looking from an AI perspective both generative/ regenerative and multitudes of different aspects of an AI solution. That is what is used in a customer-based organization as well as tool-based security perspective. Generative Artificial Intelligence (AI) is a tool like a hammer and a hammer can be used to build good things like homes, but it can also be used to hurt people much like Artificial Intelligence. There needs to be guardrails as a protection mechanism and stem the way it is used. What has been discussed is the need for using private AI learning models where an organization can incorporate and guardrail the data that is being consumed as opposed to using public AI models where the location of the data storage is unknown.

Jeremie Brown, Department of Transportation, inquired with David Tyburski if his company has governance policies in place.

David Tyburski, IT Industry representative expressed that his organization has drafted a few documents outlining possible governance policies but are still in the process. If he can share the drafts he will.

Jeramie Brown, Department of Transportation, asked if there were additional questions or comments from the board.

Christopher Turner, Washoe County School District, stated his organization is partnering with Nevada Department of Education on their AI framework. He stated his organization is having the same issues that Raymond Medeiros expressed Carson City School District is experiencing. There is an overload of information, and they are challenged by where to start. Instead of developing the overall board policies or governance framework, they are starting at how AI will affect all their established policies, regulations, and procedures.

Washoe County School District is participating in a series of events with Nevada Department of Education to gather local information, which will assist in the creation of an ethical statement and overall board policy. They are challenged by the amount of information like Sandy Ruybalid stated, they are also informing in ways some of their users don't know enough about AI's and its uses. The chat bot piece that does autocompletion exists in many tech tools. It touches people's lives whether they are aware of it or not. Aside from the eye-opening experience for their users, they are challenged by the cost associated with it. These are things that haven't been budgeted for and companies also have applied extras cost to their services for AI technology. They are cautious of the information and the financial cost.

Assemblywoman Natha Anderson offered a different point of view as an educator. She continued to explain an instance where 26 of her 36 students in a class used a chat bot to help them write a paper that was discovered because she had them put it through another AI tool. She explained that is the type of reality that many students know how to use AI better than educators do. They need to get back the ability to allow students to use AI to help them think and not think for them. The most difficult thing to do now with education is the impact it has on how educators teach students. She does not believe the impact will be four years from now, it will be four weeks from now.

Jeramie Brown, Department of Transportation asked the board if there were any more questions or comments.

No one else had any questions or comments.

6. STATE BUDGET KICKOFF: – Tiffany Morelli, Chief Finance Officer

Timothy Galluzi, Chief Information Officer of the Office of the Chief Information Officer (OCIO) stated he will be standing in for Tiffany Morelli. On March 6th the executive branch officially kicked off the budget build season. The Office of the Chief Information Officer has a complex budget because it is an internal service-funded organization. Every single dollar they receive is for the services they provide with very few exceptions. OCIO's rates are based off the different cost pools throughout their organization. He further explained the cost of equipment, licensing, personnel, and overhead associated with all categories adds into one large cost pool. The OCIO takes this all into account when they come up with a number that makes sense to create utilization which divided by the cost becomes the rate. This requires working with partner agencies to determine what their needs will be over the next biennium and forecast what the OCIO's cost is going to be to provide those services. He continued that it is a tedious process as rates and needs can change throughout the budget building process and when the next legislative session begins. The process that began on March 6th was the planning process for the OCIO's executive branch partners.

They have instituted a technology investments evaluation process that includes the technology investment notification and the cloud investment notification. This is an opportunity for their executive branch partners to send the project summary that details the technology they are looking to deploy over the next biennium. The OCIO evaluates that information using subject matter experts within the department to look for impacts on infrastructure. Their goal with the technology investment notifications is to find a way to invest limited resources effectively and building opportunities for collaboration. NRS 242 empowers this process, it gives the OCIO the ability to review, approve, and deny technology investments totaling over \$50,000 dollars in cost. Most of the proposed investments in technology are over \$50,000. The Nevada Executive Budget System has instituted a process called the Nexus 900 report in Nevada Executive Budget System (NEBS) for the budget building process that partner agencies will input anticipated utilizations of OCIO services. OCIO will then get the report of those projected utilizations which creates the opportunity for a conversation with partner agencies. Known deviations from historic utilizations they will take the opportunity to have the conversation about what is really driving that deviation or change. What OCIO is attempting to do during this budget is to be more proactive and help the agencies with their projections based on historic trends and where their utilizations are going to land.

That leads to a conversation with their executive branch partners to really come to a concurrence on what that utilization is going to be for the next biennium. It's an iterative process and he doesn't know if there can ever be an exact science. They are getting to a point where they are applying more data to come up with their projections and they are becoming more accurate as a result. The largest drive for the OCIO's budget is the services it provides to executive branch partners, but the agency has needs as well.

He continued that the OCIO is going through their own process internally to evaluate identified needs from each unit whether that be requests for: more resources, technology initiatives and projects, and additional services to offer. They see success when multiple partner agencies come and ask for the same product or service. That would open the door to launch a new enterprise level service, platform, or product. Agencies that also want the

same product or service will have a positive impact on their business. A business justification helps tell the story through the budget build process to the Governor's Finance Office and ultimately, the legislature.

The OCIO is not in the business of launching technology just for the sake of launching technology. Everything they do and launch needs to have a positive business outcome for constituents. The timelines with each agency technology investment notification are tight as they are due at the beginning of next month and that gives the OCIO the opportunity to ensure there is plenty of time to evaluate them for enterprise level and cyber security impacts. This will be done prior to partner agencies submitting them and their budgets at the end of the technology investment notification process. He clarified each investment request is attached to a technology investment notification of completion memo and it will continue to move through the budget process then ultimately through procurement.

Timothy Galluzi, Office of the Chief Information Officer, inquired if the board has any questions.

Sandra Ruybalid, Department of Health and Human Services, asked if they investigated the dollar amount that requires the process for a technology investment may be at a lower cost and if there are plans to change that.

Timothy Galluzi, Office of the Chief Information Officer said he has had conversations about that, and he believed his intent would be to not make any adjustments to that dollar threshold. It is with the understanding that technology at \$20,000 can be just as dangerous for the state as technology at \$100,000. The OCIO wants to capture as much of the information as possible for what is going to be deployed in the environment at large. The data collected from the agencies is the result of a data gathering technique and going into a statewide portfolio. This would mean another agency looking for a product or service would enable the OCIO to investigate the technology portfolio and connect them with a partner agency who might have already deployed that technology. They would want to learn from the inquiry or potentially partner with that agency to use similar solutions and leverage economies of scale.

The intent would be to gather more information for the purpose of making more connections and creating more efficiencies rather than potentially raising the limit on technology investment notification. In the future, the OCIO will be launching a new platform to process these technology investment notifications that will be more efficient and easier to use. It is already much different from the previous Technology Investment Request (TIR) system as the former technology request platform was more narrative driven while the new system will be an online questionnaire-based platform where all the information is at your fingertips and technology investment notifications can be completed in 30 minutes to an hour.

Timothy Galluzi, Office of the Chief Information Officer, asked the board if there were any more questions.

Assemblywoman Natha Anderson asked if every agency must utilize this or for example, the DMV utilizes a different process since they have very specialized technology-based needs.

Timothy Galluzi, Office of the Chief Information Officer, stated their intent with this is not to force agencies to use specific products or solutions. His outlook on this has been he doesn't necessarily know what the DMV's needs are and he does not interact with their customers daily. Since he is not interacting with their frontline staff, he trusts them to come to his agency with their needs and a product in mind to fulfill that need. He wants to motivate agencies towards platforms that have ubiquitous benefits as there are multiple platforms that provide low code or no code environments. His goal is to reduce that to a manageable amount that the OCIO can secure and at least provide a minimal layer of security around them but specific business applications that is left up to the agencies. Agencies are still asked to go through this review process so that they can make sure it provides some security and protecting constituent and state data within the infrastructure, but they lean on the expertise provided by agencies.

Jeramie Brown, Department of Transportation, asked if there were more questions from the board.

No one asked any questions.

7. TECHNOLOGY MODERNIZATION EFFORTS: Chair Jeramie Brown and Members of ITAB

Jeramie Brown, Department of Transportation, introduced the topic of technology modernizations efforts. He asked what practices board members, and their respective organizations use and what lessons they have learned along the way. He also asked what strategies they use to deploy modern technology as replacements for some of the legacy applications they maintain in their environment.

Raymond Medeiros, Carson City School District, explained his role is supportive of the district's goals, objectives, and strategies etc. His strategy for adoption of modern technology is to refresh their strategic plan that their school board has developed. He continued with how they are going to meet the goals of that plan driving what technology they pull into their school district and purchasing decisions around technology.

Jeramie Brown, Department of Transportation, stated that was helpful and inquired if there was modernization effort where the school district replaced legacy technology with a more modern solution and what they learned in the process. He continued to ask if the state wanted to modernize and eliminate legacy technologies, what they should be looking for to prepare that transition.

Raymond Medeiros, Carson City School District, suggested the state involve stakeholders as much as possible in that process because ultimately what the State delivers needs to meet their needs. He continued that depending on the department and what that stakeholder group is, their expectations need to be met. At one point when he started

having conversations with his stakeholders, they let him know what he was proposing was not what they wanted. He said to have the stakeholders at the table and get a better understanding about what their expectations are will ultimately help the person in charge of the project deliver an outcome that will meet those expectations. When they are thinking of modernization, the goal is to meet the goals of the stakeholder it is geared towards.

Jeramie Brown, Department of Transportation, asked if any other board members had comments or insight to share.

David Tyburski, IT Industry Representative, stated he agrees on involving stakeholders but from a security approach, they look at modernization as a risk equation. The way they prioritize their work is based on the risks associated with what they are trying to mitigate. He continued that the risk drives modernization in this equation. Whatever the highest risk to the organization or has the highest impact is where they focus their energy, money, and resources towards. He absolutely involves stakeholders and making sure they have a buy in functionality, but he would not preclude putting those factors in how technological decisions are evaluated. Sometimes that technology does not seem to have a big impact for the user community or for the general populace having a tremendous impact when dealing with a risk scenario. It makes a difference in the way they look at those factors to understand what technology is appropriate to focus on when.

Christopher Turner, Washoe County School District, stated one area his organization needs be more attentive to is concerning the overall threat landscape to go along with what David Tyburski explained. They must manage over 1000 applications in their environment. Teachers frequently attempt to acquire new tools to use in their classroom and they need to operate within the scope that their organization must consider the entire threat landscape and how much of a platform they are giving threat actors externally. If one application is replacing another, they need to ensure the previous application is discontinued for use in the district because it can be forgotten. It can develop vulnerabilities and that is an area that Washoe County School district struggles with because it is easy to dispose of hardware that is out of date and acquire new hardware. They understand there are refresh cycles for hardware, but software is much more challenging.

Jeramie Brown thanks the board members who commented and inquired if there were further comments from the board.

No comments were added to the discussion.

8. RECRUITMENT CRISIS: – Chair Jeramie Brown and Members of ITAB

Jeramie Brown, Department of Transportation, explained how the state is having trouble with recruitment and retention of IT talent as it is across other areas as well.

David Tyburski, IT Industry Representative, stated for his company these efforts are difficult, but they have looked at work mobilization. His company has tried to identify

those tasks, functions outside traditional boundaries of the city, and use modern technology to help enable that. He doesn't think there's a good answer because there is a talent shortage across the country in every aspect of the technology field. He thinks that ties back to the conversation concerning Artificial Intelligence. He asked how they can use that tool to help identify the automation and help rectify the need. He asked do they free existing resources by automating repetitive tasks so they can take more intelligent people and assign them to non-repetitive tasks. From his perspective, he does not have an answer on how to address that shortage other than work it out.

Jeramie Brown, Department of Transportation, asked Timothy Galluzi how the Office of the Chief Information Officer for the State of Nevada approaches that recruitment issue.

Timothy Galluzi, Office of the Chief Information Officer, stated he likes to focus on retention and then recruitment. It begins and ends with culture, with creating an environment that people want to stay in to grow as well as thrive. That is what the OCIO is focused on and because of that they have a low vacancy rate, 7%, a number he feels is inclusive of natural terms and retirements. They have done quite well as they have some of the hardest IT work in the executive branch with enterprise level platforms which may draw from other state agencies. This means they end up training employees across the executive branch. The focus on retention of good solid staff members is being able to promote them when the position is right, and the opportunity makes sense. That has been what has helped the OCIO, despite the changes made within the executive branch they have still been able to effectively thrive. They are doing quite well within the organization by providing training. When they start talking about retention, they talk about opportunities people want to be able to grow within the organization, by providing training to those individuals which has been incredibly difficult. Oftentimes, people look at training as one of the first things to be less prioritized in budget cuts along with travel. Unfortunately, that makes it difficult for them to provide certification level training. The OCIO has been creative and has found ways to use their partner community to utilize as much training as possible. Timothy Galluzi said he would love to see a time when they have more opportunities to find skill-path training for staff.

The OCIO is an agency that can bring individuals to an entry level IT tech position and grow to achieve an IT manager if they can continue training independently. He wants to be able to have the flexibility of training resources to equip staff every step of that process. They have increased their outreach into higher education, even in high schools. The previous Monday he took a small group of his team members to Hawthorne High School and Mineral County High School out of Hawthorne Nevada where they were able to meet with school children from the first grade through twelfth grade to talk about potential careers in government technology.

The OCIO has also increased their social media presence to really tell the story of government technology. Government technology is often looked at from the outside looking in as they are falling behind and not doing fun and exciting things. That could not be further from the truth. They are doing great and exciting things but oftentimes the

community only hears about the agency when something breaks down or there is an outage. That fills the narrative with negative messaging about how the government implements and maintains technology. The OCIO is trying to tell the other part of that story when it comes to doing exciting things to entice job seekers. The agency's work has an impact on communities and those who want to be challenged. He continued to say that if the agency is not telling the story of how government technology impacts the community around them, how would prospective candidates be challenged and garner interest to help the agency grow. Although their vacancy is down and the business model seems to be working, there is always room for improvement.

Jeramie Brown, Department of Transportation, stated he read a statistic recently concerning retention that it takes a 20% of an increase in pay to pull someone away from a good leader. The Department of Transportation is working with their IT Managers and Supervisors to improve as leaders. This is to help improve their work environment, help everyone feel a sense of belonging, and drive them towards the same goals. They see that by making improvements in that area they see a stronger sense of retention or desire to stay. He continued to say that as a state that's something they can work on collectively to help those that are excellent performers in their job and see them advance with the tools to be a successful leader. This would be so when they perform supervisory responsibilities, they are better prepared for it.

Timothy Galluzi, Office of the Chief Information Officer, stated that his agency aligns with that, they know that they are responsible for building the next IT leaders in state governments. The OCIO is launching an IT Management Academy for up-and-coming leaders and the inaugural session will be April 24th. They are excited to kick that off to emphasize what Jeramie Brown stated, providing tools, knowledge, and growth opportunities for the next leaders in government technology. He continued to explain that they are all guilty of taking some of their highest performing technologists, putting them into management or leadership roles with little training, and wondering why they are not great managers or leaders. It is because they did not provide them with the tools necessary to learn new important skills to lead and manage.

Jeramie Brown, Department of Transportation, asked the board if there were any other questions or comments.

Christopher Turner, Washoe County School District, stated that his organization feels like retention is critical for their success but recruiting remains something that they are always attempting to improve on. They are fortunate in Reno to be surrounded by institutions of higher learning. He continued that with the school board's support, they have developed an internship program. They have five internship roles in their department, and they have partnered with the University of Nevada, Reno, Truckee Meadows Community College, and the Career College of Northern Nevada. They had established a partnership with their Career College of Northern Nevada a year prior, but they unexpectedly just went out of business. They have two interns from the previously

known Career College of Northern Nevada and the internship program has been tremendous for them overall. They see it as a two-way benefit for not only the organization but the individual as everyone has stability in the program. Washoe County School District does occasionally have openings and has permanently placed interns into full-time staff positions. Overall, internships and partnerships with institutions of higher learning have been beneficial for the organization.

No one had any additional comments.

9. OFFICE OF THE CIO IT STRATEGY: – Chair Jeramie Brown and Members of ITAB

Jeramie Brown, Department of Transportation, opened the next agenda item with a discussion on the previous meeting's topic of the Office of the Chief Information Officer's strategy, or any comments the members of the board may have had. He stated this is an opportunity to provide some feedback on what was said, suggestions for the OCIO, the direction they are headed, etc.

None asked.

Jeramie Brown, Department of Transportation, inquired if Timothy Galluzi of the Office of the Chief Information Officer had any questions for the board.

Timothy Galluzi, Office of the Chief Information Officer, stated the OCIO has currently continuing to refine their plan over the past couple of months as the Governor's Office has released Governor Lombardo's three-year plan and policy matrix. They are continuing to go through their statewide IT strategy to ensure everything has an alignment to the governor's priorities because the governor's priorities are their priorities when it comes to strategic planning. He noted he did not make any substantial changes to what was previously presented to the board. What they look for in their statewide IT governance and strategy is the promotion of effective use of technology, the message it reverberates across what the governor put out in his policy matrix. This is specifically the focus on efficiency of government resources, reducing duplicative investments, and increasing collaboration amongst agencies. That is what the OCIO's strategy really points to and why it was crafted the way it was. It is to ensure once it is published to all the executive branch agencies, they can easily find alignment to it because they all want the same things. They want better security, increased transparency in their governance, modernization efforts, and workforce initiatives. They are focusing on digital services while keeping an eye on the road ahead with their conversations on AI technologies and any other emerging technologies. He feels that the strategy document they have currently ensures that as they are looking into those things, they are fulfilling the spirit of the strategy.

Jeramie Brown, Department of Transportation, asked if the board had any questions or comments.

Jeramie Brown, Department of Transportation, thanked Timothy Galluzi for aligning the OCIO strategy with the Governor's strategy. He continued that when the OCIO publishes their strategy and agencies can look at their internal struggles and align those goals, it

helps all agencies to move in the same direction. He looks forward to seeing the final document.

10. DISCUSSION ON PROPOSED AGENDA ITEMS: – Chair Jeramie Brown and Members of ITAB

Jeramie Brown, Department of Transportation, opened the discussion on the discussion of elections of the Chair and Vice Chair for the Information Technology Advisory Board. He further explained they were supposed to do elections this meeting because it is the first meeting of the year, but with so many other agenda items it was pushed aside. Elections will take place next meeting. Jeramie Brown, department of Transportation, said any board members interested in filling these positions can let him know and he will add that to the agenda. He stated he is the Chair and Robin Heck for the City of Las Vegas is the Vice Chair of ITAB.

Jeramie Brown, Department of Transportation, asked if there were any other items the board would like to discuss at the next meeting, following up with if anyone thinks of anything, to let him know.

11. PUBLIC COMMENTS (*for discussion only*) – No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Public comments will be limited to 3 minutes per person because of time considerations. Comments will not be restricted based on viewpoint. The Chair may, at its discretion, hold this agenda item open to receive public comments under other agenda items.

Jeramie Brown, Department of Transportation, opened discussion for public comment.

Timothy Galluzi, Office of the Chief Information Officer, inquired if he may add a public comment. He welcomed Assemblywoman Anderson to the Information Technology Advisory Board and thanked her for her participation as he is sure she will hear more about their efforts throughout the upcoming process and legislative session. He thanked the board for having him.

Jeramie Brown, Department of Transportation, asked if there were additional public comments.

No public comments were added.

12. ADJOURNMENT