



**STATE OF NEVADA**

**OFFICE OF THE CHIEF INFORMATION OFFICER**

## Statewide IT Strategy (FY23-FY27)

*Elevating Nevada by 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 Nevada Way" means overcoming challenges with unity and strength—it means when we stand together, we thrive together.

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. 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.

#### **Governance** – *Nevadans work together.*

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.

## 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 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, 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.

## 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, ensuring that Nevada is always a step ahead.

# 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. Recognizing the value of these information assets, we uphold the highest standards of protection. This not only meets regulatory demands but also honors the trust placed in us by our citizens.

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. Our security strategies are designed to mitigate risks, ensuring robust protection of information against any unauthorized interference. The level of security we implement is carefully calibrated to the sensitivity and intended use of the data we safeguard.

## 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 in:

- Threat Detection, Prevention & Mitigation
  - Vulnerability scanning for all endpoints, cloud environment and web applications in the State.
  - Improved endpoint protection including intelligent device-based firewalls, and automated detection and response.
  - Monitoring of our attack surface to identify and address unmanaged external risk.<sup>1</sup>

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<sup>1</sup> These measures are in alignment with Governor Lombardo's initiatives 4.2.2 and 4.2.3, which focus on the build-out of state-owned critical infrastructure and partnering with service providers to expand access.

- Threat Identification
  - Improved handling of multiple threat intelligence feeds.<sup>1</sup> Automated application of reported Indicators of Compromise (IOCs).
  - Sandbox environments for identification and analysis of malicious payloads (i.e., email attachments, file downloads).
  - 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
  - Improved staffing ratios at appropriate classifications dedicated to security in every agency.
  - Ongoing skills training for security and IT professionals across IT disciplines<sup>2 3</sup>
    - We are committed to maintaining a robust cadre of security professionals within each agency, equipped with the latest training to address the evolving landscape of cyber threats. This effort supports Governor Lombardo’s initiatives for workforce development and government support services, aiming to foster a culture of problem-solving and empowerment among state employees.

## 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. 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
  - ITAB Usage & Scope
  - State Technology Governance Committee (STGC)
  - Sub-committees & working groups for enterprise technologies

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<sup>2</sup> Maps with Governor Lombardo’s Education & Workforce initiative 1.4.1 Consolidate Workforce Training Programs and 1.4.2 Facilitate Cross-Government Workforce Collaboration

<sup>3</sup> Maps with Governor Lombardo’s Government Support Services 5.2.3. Improve a Culture of Problem Solving and Responsiveness, in which Employees are Empowered to Address Identified Problems

- 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

In the Silver State, technology is not just a tool; it is the very lifeline that connects our constituents with the state services they rely on. Our commitment to modernization is about ensuring that these essential services not only meet the current demands but are also poised to adapt to the evolving needs of Nevadans.

The OCIO's mission is to maintain and advance the technological bedrock that empowers state agencies to perform their duties effectively. By embracing a forward-thinking stance, we ensure that every agency is equipped with the modern tools necessary to fulfill their service commitments to the public.

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
- Enhance the Technology Investment Notification (TIN) Process to include questions regarding the maturity path of in-house or home-grown platforms & systems
- Prioritize Commercial Off-The-Shelf (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)<sup>4</sup>
- Service Desk Solution (providing automated and enhanced self-help and more dynamic service, increasing state productivity)<sup>5</sup>
- 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:

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

- Technology Training and Education
  - OCIO Hosted & Provided Technology Training Sessions.
  - Technology Showcases.<sup>6</sup>
- Recruitment
  - Expedite the onboarding of eligible candidates<sup>7</sup>
  - Expand recruitment activities in Southern Nevada
- Retention
  - Promote upskilling.
  - Create career pathways.<sup>8</sup>

## Investments in:

- Class-wide study to benchmark appropriate compensation.<sup>9</sup>

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<sup>4</sup> Maps with Governor Lombardo’s Government Support Services 5.3.2. Consolidate Similar Services to Create Efficiencies

<sup>5</sup> Maps with Governor Lombardo’s Government Support Services 5.2.1. Ensure Adequate Workforce for Customer-Facing Staff and 5.2.2. Establish Robust Web-Based Opportunities for State Consumers

<sup>6</sup> Maps with Governor Lombardo’s Education & Workforce initiative 1.4.1 Consolidate Workforce Training Programs and 1.4.2 Facilitate Cross-Government Workforce Collaboration.

<sup>7</sup> Maps with Governor Lombardo’s Government Support Services 5.1.3. Ease Hiring and Promotion with State Agencies and 5.2.1. Ensure Adequate Workforce for Customer-Facing Staff

<sup>8</sup> Maps with Governor Lombardo’s Education & Workforce initiative 1.1.3. Establishing Pathways from Education to Workforce. Maps with Governor Lombardo Government Support Services Initiative 5.1.2. Develop and Grow Employee Career Pathways and 5.1.3. Ease Hiring and Promotion with State Agencies

<sup>9</sup> Maps with Governor Lombardo’s Government Support Services 5.1.1. Support State Employees with Commensurate Salaries and Benefits

- Online training and certification (enhancing staff efficiency, recruitment, and retention).<sup>10</sup>

## 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.

The digitization journey of state services is guided by a clear focus on business outcomes, ensuring that our investments in processes and technology deliver maximum value. As we expand our digital offerings, we are equally committed to strengthening data protection, privacy, and ownership to pace with the digital evolution.

### 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.<sup>11</sup>
- Embrace multimodal approach to serving.<sup>12</sup>
  - 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<sup>12</sup>

### 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)

<sup>10</sup> Maps with Governor Lombardo's Education & Workforce initiative 2.3.1. Refocus Economic Development Incentives to High-wage Jobs.

<sup>11</sup> Maps with Governor Lombardo's Public Safety & Infrastructure Initiative 4.2.2. Complete Buildout of State-Owned Critical Infrastructure  
Maps with Governor Lombardo's Government Support Services Initiative 5.3.2. Consolidate Similar Services to Create Efficiencies

<sup>12</sup> Maps with Governor Lombardo's Public Safety & Infrastructure Initiative 4.2.3. Partner with Service Providers on Access Programs

- 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

With these strategies, we are not just digitizing services; we are setting a new standard for how government interacts with its people—intuitive, accessible, and secure, making every digital touchpoint an opportunity to serve Nevadans better.

## 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 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).<sup>13</sup>
- Explore a state portal to improve digital delivery with personalized experiences; integrate with existing agency-partners’ services.<sup>12</sup>
- Evaluate tools for improved citizen experiences.<sup>4</sup>
- 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.<sup>14</sup>
- 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.**Error! Bookmark not defined.**

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

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<sup>13</sup> Maps with Governor Lombardo’s Public Safety & Infrastructure Initiative 4.1.3. Partner with Neighboring States and Federal Agencies on New Opportunities and 4.2.2. Complete Buildout of State-Owned Critical Infrastructure

<sup>14</sup> Maps with Governor Lombardo’s Government Support Services Initiative 5.3.1. Facilitate Knowledge Sharing and Problem Solving Across Departments



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.

## Feedback / Questions

**Feedback form:** [Office of the Chief Information Officer Feedback Survey \(office.com\)](#)

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