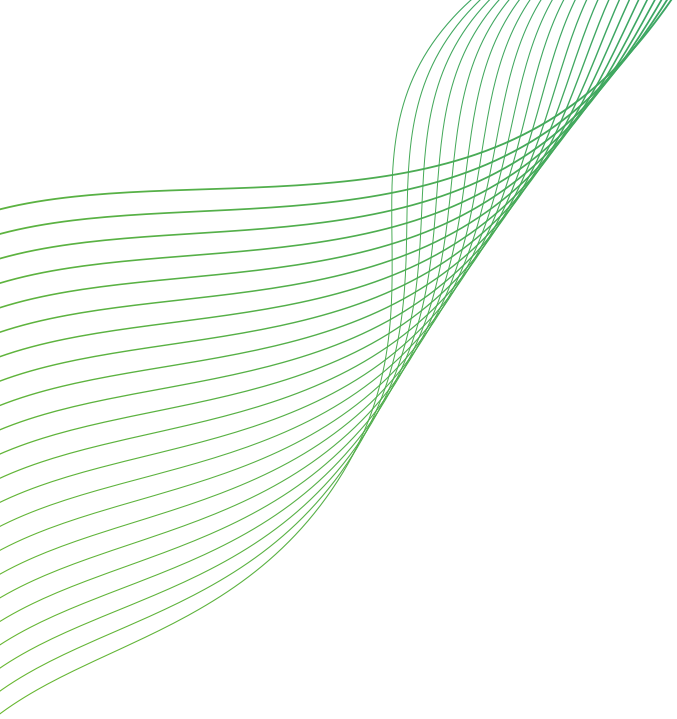




Report of the
**TECHNOLOGY ADVISORY
COUNCIL**

January 23, 2025



Technology Advisory Council

tac.mnit@state.mn.us

<https://mn.gov/mnit/about-mnit/committees>

On request, we will make this material available in an alternative format such as large print, braille, or audio recording.

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Letter from the Chair

January 23, 2025

Governor Tim Walz
Lt. Governor Peggy Flanagan
Rep. Lisa Demuth
Rep. Melissa Hortman

Sen. Erin Murphy
Sen. Mark Johnson

Cc: Members of the Technology Advisory Council

We are pleased to submit the 2025 summary report of the Technology Advisory Council (TAC).

The TAC continues its role as a key convener of state agencies, IT leaders, lawmakers, and Minnesota IT Services (MNIT) to drive Minnesota’s technology strategy forward. Through monthly meetings and four subcommittees—Customer Experience, Project to Product, Cybersecurity, and Artificial Intelligence (AI)—the council has advanced initiatives that address the state’s most pressing technology needs. This report provides an overview of the TAC’s work in 2024.

This year, the TAC focused on two key areas. First, we worked with MNIT and state agencies to advance the implementation of previous recommendations. Second, we collaborated with agencies to address emerging challenges like AI adoption and secure data sharing. These efforts provided agencies with the guidance and support needed to modernize IT systems and deliver better outcomes for Minnesotans, businesses, and visitors.

Agencies are making measurable progress in putting people at the center of government services, adopting scalable service delivery models, and maintaining vigilance in cybersecurity. To build on this momentum, agencies need continued investment, strategic guidance, and leadership to scale their modernization efforts and adopt technologies like AI.

In 2024, the TAC also formed a data-sharing workgroup to identify opportunities for secure, efficient data sharing and address governance and privacy challenges. Effective data-sharing practices are essential to enabling AI adoption, improving customer experience, and maintaining public trust. This workgroup is advancing its charter to transition into a formal subcommittee in 2025, solidifying its role in supporting interagency collaboration.

The TAC’s growing support from agencies, administration, and legislative leaders has strengthened its ability to drive meaningful change.

This work was made possible by the partnership and support of MNIT and agency staff, including Michael Hainlin, Brandon Hirsch, Jeff Smith, Deputy Commissioner Jon Eichten, and Emily Zimmer.

We welcome your questions and feedback on this report. Looking ahead, the TAC remains committed to helping agencies meet evolving technology challenges and deliver people-centered solutions for Minnesotans.

Respectfully submitted,



A handwritten signature in black ink that reads "Rick King".

Rick King
Chair
Technology Advisory Council



A handwritten signature in black ink that reads "Vincent".

Vincent Cabansag
Vice Chair
Technology Advisory Council



Executive summary: TAC 2024 progress and priorities

Technology connects Minnesotans, visitors, and businesses to essential government services, simplifying access to support and resources. As IT systems evolve rapidly, government agencies must adapt to meet the changing expectations of the people they serve.

Established as a permanent advisory body by the Minnesota Legislature in 2021, the Technology Advisory Council (TAC) guides Minnesota IT Services (MNIT) and executive branch agencies on strategic IT initiatives. The TAC bridges the gap between government services and the people we serve by fostering partnerships and providing expert guidance.

In 2024, the TAC built on its 2022 recommendations and introduced new initiatives to improve technology solutions, ensuring government services are accessible, efficient, and responsive to the needs of Minnesotans, visitors, and businesses. Key focus areas included:

Exploring artificial intelligence: Investigating AI adoption to increase understanding of opportunities, challenges, and governance best practices.

Strengthening cybersecurity: Bolstering protections against emerging threats to state IT systems and sensitive data.

Enhancing customer experience: Creating seamless, efficient technology systems for Minnesotans, visitors, businesses, and agency partners.

Modernizing delivery of product and services: Addressing long-term modernization for sustainable, efficient IT.

Sharing state agency data: Improving secure data sharing to boost collaboration and service delivery.

Notable projects highlighted by the TAC include advancing the “Toward Zero Deaths” project, which uses technology to improve traffic safety and reduce fatalities; and launching the new Department of Children, Youth, and Family. The TAC has also supported IT modernization efforts, secured stable funding and resources, and laid the groundwork for innovation through AI exploration.

This year’s recommendations drive innovation, strengthen cybersecurity, empower state employees to deliver exceptional customer experiences, and advance the transition to sustainable, product-driven government services. These actions directly support the state’s commitment to modernization, security, and accessibility, ensuring technology effectively and efficiently serves all Minnesotans.

2024 recommendations

By adopting these recommendations, Minnesota will be better positioned to address current challenges, build a resilient digital infrastructure, and deliver high-quality services that meet the evolving needs of Minnesotans. More details on the recommendations can be found in the noted title sections. The TAC approved this list of recommendations at its Jan. 10, 2025 meeting.

Section 1: Innovating Responsibly: Harnessing AI to serve all Minnesotans

- 1.1 Collaborate on enterprise AI governance.
- 1.2 Support and educate agency leadership and staff on AI uses in state government.
- 1.3 Enhance state data management processes and prepare data and digital content for use within AI applications.
- 1.4 Pilot AI tools in 2025.

Section 2: Securing Minnesota: Strengthening cyber defenses for today and tomorrow

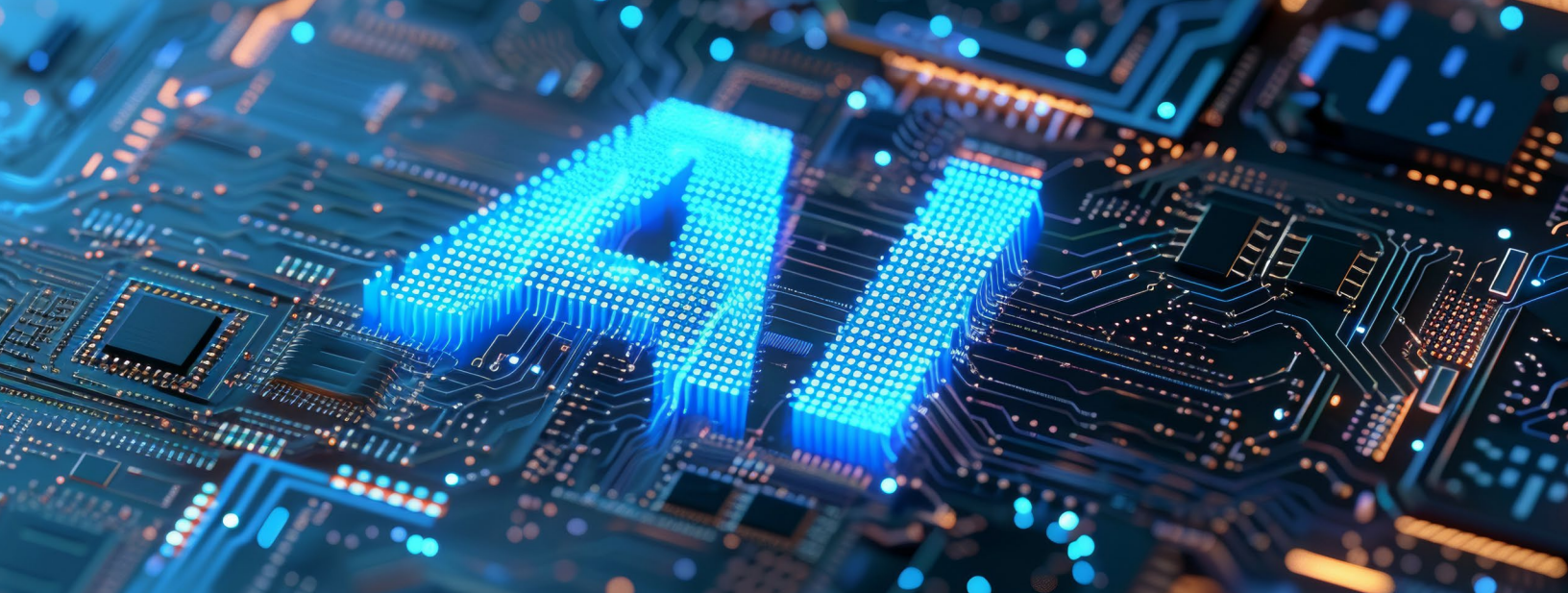
- 2.1 Standardize cybersecurity incident reporting to drive strategic decisions across public agencies.
- 2.2 Align the TAC Cybersecurity Subcommittee with the Cybersecurity Task Force.
- 2.3 Expand AI-based cybersecurity programs across state agencies.
- 2.4 Simplify user access to state services and combat identity-based threats with a modern login system.

Section 3: Transforming government services for better customer experience and access

- 3.1 Empower leaders to own and advocate for increased adoption of customer experience (CX) strategies across agencies.
- 3.2 Build capacity for CX expertise in state government.
- 3.3 Establish channels for sharing stories, lessons learned, and best practices for CX.

Section 4: Shaping IT: A product-driven model for sustainable services

- 4.1 Enhance IT procurement flexibility and sustainability.
- 4.2 Develop sustainable IT funding models for strategic growth.



SECTION 1

Innovating responsibly: Harnessing AI to serve all Minnesotans

Artificial intelligence (AI) represents a transformative opportunity for Minnesota’s government to improve outcomes for Minnesotans, increase efficiency for agencies, improve public service quality, and support a more inclusive delivery of services.

Rapid advancements in AI technology, including generative AI and natural language processing, offer state agencies new options to streamline operations, support decision-making, and increase accessibility. However, these technologies also introduce potential challenges, including data security risks, bias in decision-making, and the need for effective governance frameworks.

Recognizing the potential of AI, MNIT and the TAC prioritized AI as a critical area of growth in 2023. This focus culminated in the establishment of the TAC’s AI Subcommittee to work alongside the Transparent Artificial Intelligence Governance Alliance (TAIGA).

AI focus areas

Throughout 2024, the AI Subcommittee engaged with private-sector experts and government leaders to explore:

- The evolving landscape of AI technology, its history, and its trajectory.
- Applications of AI in other governments and organizations.
- Regulatory challenges in the U.S. and Europe.
- Opportunities for Minnesota to leverage AI in operations and public service delivery.
- Strategies to manage risks, such as bias, data security, and workforce readiness.

Key insights highlighted the necessity of structured governance, ongoing workforce development, and data preparation to maximize the responsible use of AI. Their work guided TAC recommendations for AI.

Challenges identified

Because AI systems are trained on information from human activities, they can repeat or introduce errors based on that information. To reduce the risk, Minnesota should keep the following challenges in mind as it moves forward with use of AI:

- Current AI technology cannot assess the quality of information in the same way as a human. Information used in AI processes must be accurate and up to date to ensure high-quality output and results.
- AI systems can provide information that sounds correct but nonetheless contains biases and mistakes. Thorough testing and tuning can minimize, but not eliminate, these issues.
- AI-generated content must be tested and validated by subject matter experts. It is essential to ensure that processes keep a “human in the loop” to review for accuracy and appropriateness.
- AI tools can provide and analyze data to help make better decisions about state government services – but only humans make those decisions.
- Data used with AI systems must be carefully managed to protect private information. Such information may only be shared with secure, internal AI systems with well-defined access controls.

Recommendations to prepare Minnesota for an AI future

Based on discussions with experts and research, the TAC recommends four actions to help State of Minnesota agencies and MNIT responsibly plan, prepare, and implement AI tools. Implementation of these recommendations will:

- Strengthen partnerships to establish clear policies, ethical standards, and oversight for AI use in state government.
- Develop infrastructure, processes, and workforce skills to support effective and equitable AI implementation.
- Identify and pilot AI solutions that align with agency goals, ensuring responsible and impactful adoption.

1.1 – Collaborate on enterprise AI governance.

MNIT and agencies, in collaboration with the Transparent Artificial Intelligence Governance Alliance (TAIGA), should create shared standards and processes for AI use in state government.

- Develop a flexible framework for AI development and application.
- Identify areas where AI can improve services for Minnesotans, businesses, and visitors.
- Ensure AI adoption is safe, ethical, and effective.

1.2 – Support and educate agency leadership and staff on AI uses in state government.

MNIT should educate agency leaders and staff on AI’s opportunities, risks, and appropriate uses to enhance efficiency and professional growth.

- Use best practices to measure results and share insights.
- Plan for training and oversight to address risks like inaccurate AI outputs.

1.3 – Enhance state data management processes and prepare data and digital content for use within AI applications.

Agencies should work with MNIT to ensure data and digital content are ready for AI integration.

- Validate and secure data for AI use.
- Assess and improve data quality, updating or retiring outdated resources.
- Strengthen data management to maintain accuracy and security.

1.4 – Pilot AI tools in 2025.

Agencies, in partnership with MNIT and TAIGA, should begin using AI tools in 2025 to enhance government efficiency and services.

- Enable state workers to access AI assistants within personal productivity tools, with proper guidance and security, to gain experience with available technology and possible uses.
- Create pilot or proof-of-concept programs that demonstrate AI's potential to increase staff productivity, administrative efficiency and – where appropriate and practical – to enhance customer service and self-service options.
- Develop or purchase custom AI applications that allow state workers to interact with existing data/content in a secure environment using natural language tools, such as retrieval-augmented generation (RAG) or support chatbots.



SECTION 2

Securing Minnesota: Strengthening cyber defenses for today and tomorrow

In 2024, the TAC, led by its Cybersecurity Subcommittee, focused on strengthening Minnesota’s cybersecurity infrastructure in alignment with the One Minnesota plan. The work focused on addressing the growing complexity of cyber threats by enhancing inter-agency coordination, leveraging advanced technologies like AI for threat detection, and advancing key legislative measures, such as the Cybersecurity Incident Reporting Bill, to strengthen the state’s resilience and response to cyber incidents.

Throughout the year, focus was on alignment between key partners—including MNIT, the Legislative Commission on Cybersecurity, the Cybersecurity

Task Force, and council members—to create cohesive cybersecurity strategies across state and local entities. A major effort was placed on identifying opportunities for collaboration, particularly in how AI and other emerging technologies can enhance the state’s cyber defense capabilities.

As Minnesota faces an increasingly sophisticated threat landscape, the subcommittee’s work in 2024 has laid a strong foundation for future initiatives that will further strengthen the state’s cybersecurity posture and ensure the protection of critical infrastructure and citizen data.

Cybersecurity focus areas

- **Incident reporting:** The Cybersecurity Incident Reporting Bill established standardized frameworks, particularly supporting smaller entities like K-12 schools.
- **Cybersecurity insurance:** Encouraging agencies to meet insurer-mandated security controls, enhancing risk management.
- **AI in cybersecurity:** Piloting AI tools to improve threat detection and reduce operational complexity.
- **Workforce development:** Addressing skill shortages through partnerships with educational institutions and focused training programs.

Recommendations to strengthen Minnesota's security posture

These recommendations aim to benefit Minnesotans, businesses, and visitors by strengthening the security of critical infrastructure and protecting sensitive private information. As cybersecurity threats continue to evolve, the groundwork laid here will ensure that Minnesota remains resilient, safeguarding the well-being of its residents now and in the future.

2.1 – Standardize cybersecurity incident reporting to drive strategic decisions across public agencies.

Build on the December 2024 launch of the reporting tool by refining processes, offering training, and establishing feedback loops. Harness the data collected through formal reporting to alert public sector entities of novel and emerging threats. Additionally, the process will enable public agencies and legislative partners to make more informed decisions about gaps and what resources may be needed to mitigate those risks.

2.2 – Align TAC Cybersecurity Subcommittee with the Cybersecurity Task Force.

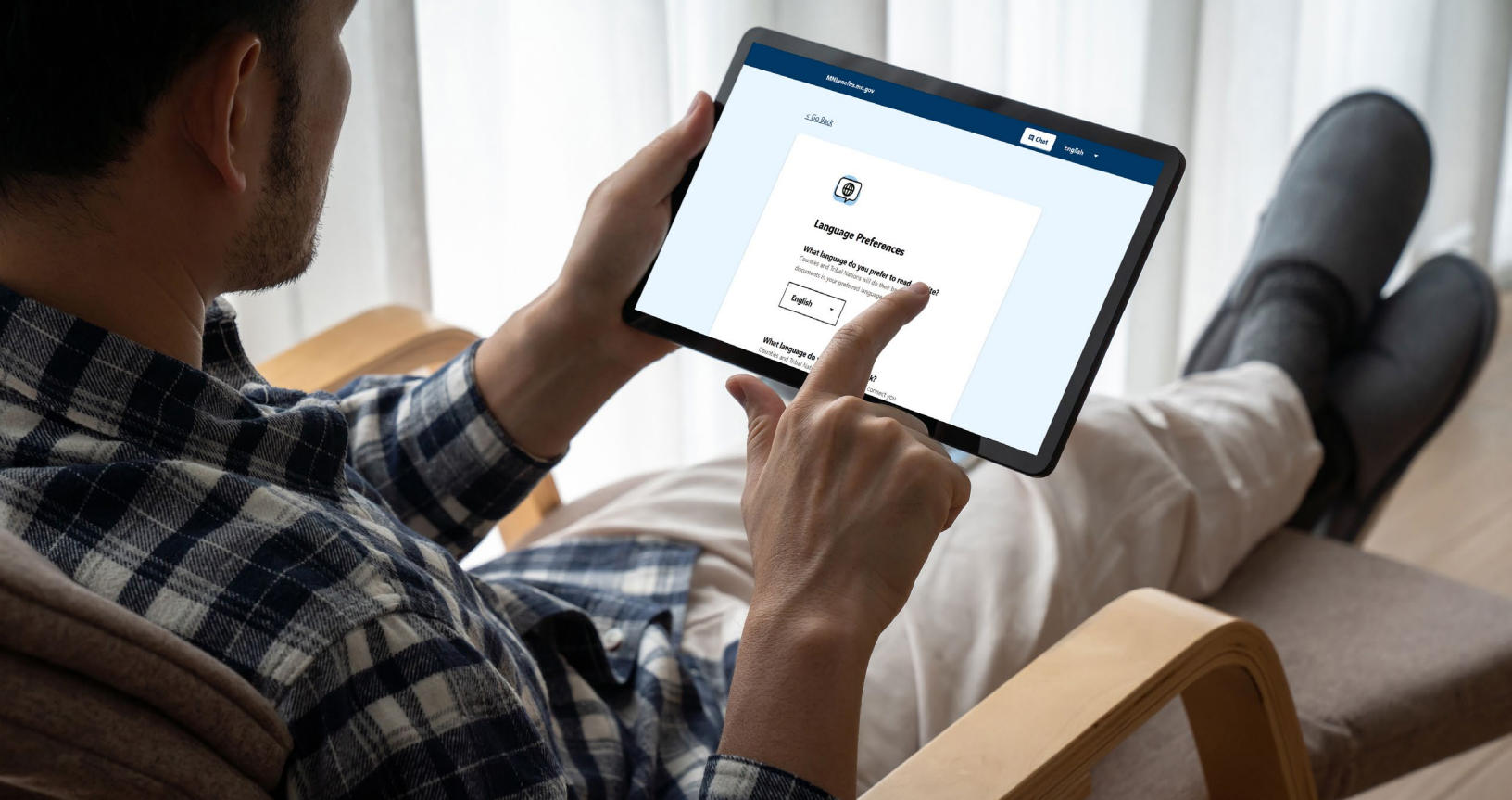
Combine the expertise of the TAC Cybersecurity Subcommittee and the Minnesota Cybersecurity Task Force to create cohesive, strategic cybersecurity initiatives. The TAC Cybersecurity Subcommittee provides strategic guidance on technology and cybersecurity advancements, while the Minnesota Cybersecurity Task Force focuses on statewide collaboration and cross-sector expertise to address emerging threats. Together, these groups can develop forward-thinking solutions to protect Minnesota's critical infrastructure and digital assets.

2.3 – Expand AI-based cybersecurity programs across state agencies.

Scale AI-driven cybersecurity tools across state agencies to improve threat detection and operational efficiency.

2.4 – Simplify user access to state services and combat identity-based threats with a modern login service.

Develop, mature, and drive adoption toward a single-login system to enhance user experience, fraud detection and security across state services. Identity verification safeguards state resources by ensuring applicants are who they say they are using industry leading tools and services. By moving to a unified system, the executive branch can reduce the cost of setup and maintenance of multiple identity solutions by leveraging economies of scale.



SECTION 3

Transforming government services for better customer experience and access

Customer experience (CX) has emerged as a crucial aspect of delivering efficient and inclusive government services. CX practices ensure that systems and processes serve the needs of both external users and internal staff. Despite notable progress, challenges such as leadership engagement, resource allocation, and legacy systems remain barriers to CX adoption statewide.

As the goal owner for the CX focus area in the One Minnesota Plan, MNIT leads efforts to transform state operations into a customer-centric model. This work aims to simplify processes, enhance accessibility, and deliver faster, more inclusive services.

Minnesota has made significant progress in enhancing the lives of its residents through user-centered technology and services. The following recommendations aim to build on these efforts by leveraging modern solutions.

CX focus areas

In 2024, the CX Subcommittee concentrated on promoting the adoption of CX best practices across state government. Through engagements with internal teams and external experts, the subcommittee explored how organizations implement and scale CX initiatives to improve service delivery and user satisfaction.

Challenges identified

- Leaders need a deeper understanding and ownership for CX principles.
- Limited CX expertise and fragmented resources hinder implementation.
- Legacy systems complicate modernization efforts.

Recommendations to transform customer experience

These recommendations prioritize a customer-focused approach to enhance the delivery of government services. The goal is to ensure services are accessible, efficient for both users and agencies, and responsive to the needs of residents and businesses. These efforts are designed to create an effective, user-friendly experience while supporting the state's broader goals of operational efficiency, equity, transparency, and modernization.

3.1 – Empower leaders to own and advocate for increased adoption of CX strategies across agencies.

To build a customer-centric culture across state agencies, it is crucial that leaders deeply understand the value of CX. MNIT and agency partners should provide training and resources to agency leaders to enhance their understanding and application of CX concepts and methodologies. Leaders should take ownership of and invest in CX results, creating expectations and making space for them and their teams to learn about and use CX methods. Leaders should reimagine how CX investments can change business processes and the way that their teams work.

3.2 – Build capacity for CX expertise in state government.

The TAC has advanced the state's understanding of CX as a critical mindset, offering past recommendations that successfully raised awareness and advocacy for CX across agencies. Building on this progress, it is now essential to encourage state agencies to develop staffing and procurement models that embed CX expertise as a formal practice. Leaders who have grown as advocates must transition from awareness to action by investing in the capabilities and resources necessary to implement CX-focused initiatives effectively.

Recent discussions offer strong evidence supporting this recommendation:

- **Dana Chisnell**, Executive Director of the Customer Experience Directorate at the Department of Homeland Security (DHS), shared her experience scaling CX efforts across a large federal agency. Her insights highlighted the value of dedicated leadership and strategic investment.
- **Jane Davison**, a MNIT supervisor collaborating with DHS, showcased the success of CX-driven initiatives, including the development of an application tracker designed to improve experiences for users and frontline workers.
- The **ProveIT procurement approach** demonstrates a practical model for advancing CX by emphasizing the testing of CX and accessibility capabilities through small pilot projects before making significant investments.

To integrate CX expertise into state government, the state should consider various models, such as embedding full-time employees with CX expertise within agencies, creating or expanding human resources job classifications to attract CX professionals, or establishing shared services or internal consultancies. External consultancies could also provide targeted expertise to augment state capacity. Piloting these approaches would allow the state to evaluate which models best address agency needs.

3.3 – Establish channels for sharing stories, lessons learned, and best practices for CX.

The TAC regularly hears from teams eager to share their successes and learnings in CX, and our recommendation is to create more opportunities for these teams to connect and exchange ideas. By enabling teams to share their experiences and learn from one another, we can accelerate the progress of new CX initiatives across state agencies.

The CX Subcommittee recently hosted a session on storytelling’s role in driving CX efforts. Over the past year, agency teams in Product & Agile Center of Enablement (PACE) cohorts have embraced CX best practices, sparking enthusiasm to expand CX improvements statewide.

Building on this momentum, we recommend fostering collaboration and knowledge-sharing by growing and promoting the Human-Centered Design Community of Practice (CoP) for CX practitioners, including community leaders. This would provide a dedicated space for sharing resources and solving problems collaboratively. Additionally, creating new forums to highlight case studies and success stories would enable teams to learn from each other and sustain enthusiasm for CX initiatives.

Each cabinet-level agency’s CX Transformation lead should be an active participant in the CoP, ensuring alignment and engagement across the state. Finally, it’s important to ensure that all materials and resources provided through the CoP are user-friendly and accessible, accommodating CX professionals at all skill levels and fostering an inclusive environment for continuous learning and growth.



SECTION 4

Shaping IT: A product-driven model for sustainable services

The State of Minnesota has begun transitioning to a product-driven model. In 2024, the TAC focused on reshaping the state's IT delivery approach, moving from traditional project-based methods to a more adaptive, product-driven framework. This shift emphasizes long-term value, sustainability, and improved customer outcomes, moving away from short-term deliverables to a focus on continuous improvement. The following recommendations outline actionable steps to modernize program delivery via digital services, drive efficiency, and ensure that Minnesota's government has what it needs to meet the evolving needs of its residents and agencies.

Project-to-product focus areas

Throughout 2024, the Project to Product Subcommittee explored private and public sector experiences on the journey from project to product, including adopting modern IT procurement approaches, funding, and operations, aiming to foster innovation, increase solutioning accountability, and streamline service delivery. By focusing on agility and outcome-driven practices, the subcommittee strives to position Minnesota's state agencies as leaders in delivering efficient, effective, and scalable technology solutions that benefit residents and businesses.

Challenges identified

- Ways to encourage and support leaders in embracing modern procurement strategies.
- Insufficient funding models fail to account for ongoing IT maintenance and technical debt.
- Workforce limitations exacerbate reliance on outdated systems and processes.

Recommendations to promote a product-driven model

These recommendations aim to drive innovation, improve efficiency, and streamline service delivery across state agencies. By emphasizing agility, flexibility, and outcome-oriented practices, the TAC seeks to position Minnesota as a leader in adopting scalable, effective technology solutions. This work aligns with the One Minnesota Plan, supporting the state's commitment to operational efficiency, equity, transparency, and modernization in government services.

4.1 – Enhance IT procurement flexibility and sustainability.

Continue to raise awareness of and expand the adoption of modern procurement processes, solution strategies, and funding structures to enable more adaptive, efficient, and customer-centric outcomes. This will allow agencies to more rapidly address technical debt and operational sustainability.

4.2 – Develop sustainable IT funding models for strategic growth.

Ensure the sustainability and adaptability of Minnesota's IT operations by evolving funding models to support ongoing maintenance, development, and strategic growth. This includes:

- Improving experiences for Minnesotans, visitors, and businesses.
- Managing rising technology costs.
- Aligning funding with business outcomes and service demand.

Provide support for continued cultural and organizational changes in human resources, people management, and training that advance the product approach. This includes new and updated position descriptions as well as education and training for staff, supervisors and leadership.



SECTION 5

Empowering collaboration: The vision and goals of the data-sharing workgroup

In September 2024, the TAC established a workgroup focused on improving data sharing among Minnesota government entities. Over the next year, this group will:

- Explore and understand the impacts and challenges of data sharing among government entities.
- Advise on the development of consistent governance frameworks.
- Establish best practices and guardrails to ensure efficient and secure data sharing.

The governance model will address ethical, legal, technical, institutional, logistical, and security considerations for public and non-public data. The workgroup aims to protect data integrity and security while safeguarding the privacy of individuals and organizations, building public trust and confidence in state government.

Strategic approach

The workgroup intends to create a collaborative framework that empowers state agencies to identify and leverage data-sharing opportunities. These efforts will align with legal, security, and ethical standards. The key objectives include:

Identifying opportunities to:

- Improve customer service.
- Reduce costs.
- Minimize waste, fraud, and abuse in service delivery.

Addressing barriers to effective data sharing, such as:

- State and federal laws and regulations.
- Institutional customs within agencies.
- Technical barriers, including:
 - Incompatible data formats.
 - Challenges in data transmission.
 - Unique personal identifiers specific to agencies.

Expected outcomes

The workgroup is dedicated to upholding the integrity and security of shared data, protecting individual privacy, and building lasting public trust in state government. By prioritizing these values, the workgroup will empower Minnesota's government entities to collaborate seamlessly, share data with confidence, and deliver exceptional services that enrich the lives of all residents.



What's ahead

In 2025, the TAC will continue focusing on cybersecurity, customer experience, and product-based service delivery while deepening work in artificial intelligence and data sharing. These areas remain central to helping agencies modernize their operations and deliver better outcomes for Minnesotans, businesses, and visitors.

Artificial intelligence

AI will remain a significant focus as agencies explore opportunities to improve efficiency, decision-making, and service delivery. The Artificial Intelligence Subcommittee will build on progress made in 2024, such as creating a strategic framework for AI adoption and supporting pilot projects. In 2025, the subcommittee will focus on identifying additional use cases for AI, addressing risks like bias and privacy concerns, and providing governance recommendations to guide responsible adoption. These efforts will help agencies leverage AI effectively while maintaining transparency and public trust.

Customer experience

The Customer Experience Subcommittee remains focused on embedding human-centered design practices into agency operations. In 2024, agencies improved their ability to design intuitive and accessible services by participating in capacity-building efforts and pilot projects. In 2025, the subcommittee will support expanding these practices to more teams, helping agencies make services easier to use while addressing the needs of residents and staff. This work is essential for building trust and improving the overall quality of government services.

Cybersecurity

The Cybersecurity Subcommittee will expand efforts started in 2024, such as implementing the Cybersecurity Incident Reporting Bill and improving threat detection and response capabilities. Collaboration with the Cybersecurity Task Force will play a key role in strengthening the state's ability to address emerging threats, streamline compliance, and protect critical infrastructure. Workforce development also remains a priority, with efforts

to close talent gaps in cybersecurity roles and provide agencies with the expertise they need. These initiatives will continue to focus on improving agency-level resilience while fostering statewide coordination on cybersecurity best practices.

Strengthening cybersecurity workforce and securing essential services

Minnesota must continue addressing the cybersecurity talent gap highlighted in the 2023 Technology Advisory Council Report. The report emphasized that “to address a critical shortage of cybersecurity talent in Minnesota and build a cyber-aware workforce, MNIT should partner with higher education and K-12 institutions to ensure sustainable cyber training, develop existing and new training partnerships, and encourage cybersecurity education for all students”. This initiative remains a priority as the state works to equip future professionals with the skills to meet growing cybersecurity demands.

Additionally, securing essential services such as waste management, water treatment, and other critical infrastructure is crucial for Minnesota’s cybersecurity strategy. Ongoing collaboration between state agencies and external partners will be essential to protect these vital resources from emerging cyber threats.

By focusing on workforce development and securing critical infrastructure, Minnesota will build resilience against evolving cybersecurity challenges.

Data sharing

The Data-Sharing Workgroup, established in 2024, will transition to a formal subcommittee in 2025. The group’s work centers on identifying opportunities for secure, efficient data sharing and addressing barriers such as incompatible data formats, regulatory constraints, and privacy concerns. The subcommittee will develop governance frameworks and best practices to help agencies use shared data to improve customer service, reduce costs, and prevent waste, fraud, and abuse. Effective data governance will also play an important role in supporting AI adoption and enhancing collaboration across state government.

Product-based service delivery

The Project to Product Subcommittee will continue supporting agencies as they scale product-based IT management. This shift moves away from traditional project models and emphasizes adaptability, collaboration, and long-term value. In 2024, the subcommittee worked with early adopters to reduce technical debt and standardize delivery practices. In 2025, efforts will focus on expanding adoption across more agencies, integrating agile methodologies, and aligning IT systems with organizational goals to create sustainable and scalable service delivery models.

Ongoing support

Agencies have made progress across these areas, but scaling these efforts will require continued investment, strong leadership, and strategic guidance. As agencies adopt new technologies and modernize their operations, the TAC will continue to provide insights, recommendations, and collaborative support to help them succeed.

The subcommittee reports included in this document provide more detail on the work completed in 2024 and the priorities for the year ahead. Together, these efforts will help Minnesota deliver better, more responsive services to residents.

Letter from Commissioner Tomes

January 23, 2025

Governor Tim Walz
Lt. Governor Peggy Flanagan
Rep. Lisa Demuth
Rep. Melissa Hortman
Sen. Erin Murphy
Sen. Mark Johnson

Cc:

Members of the Technology Advisory Council

MNIT extends its sincere gratitude to Chair Rick King, Vice Chair Vince Cabansag, and the members of the Technology Advisory Council (TAC) for their steadfast dedication to enhancing technology for Minnesotans. The collective expertise and collaboration among council members, private sector leaders, public servants, and industry experts have driven significant advancements in government technology, cybersecurity, and modernization.

In 2024, MNIT proudly highlights several key accomplishments and initiatives supported by the TAC:

Continued development of responsible AI: MNIT, through the Transparent Artificial Intelligence Governance Alliance (TAIGA) focused on promoting the responsible development and deployment of artificial intelligence (AI) technologies. The alliance worked to establish ethical guidelines, best practices, and regulatory frameworks for AI governance, prioritizing transparency, accountability, and fairness. TAIGA collaborated with partners from various sectors, including government, academia, and industry, to create a shared understanding of AI's impact on society and ensure that AI systems are aligned with the state's strategic goals. A major milestone was the hiring of Minnesota's first AI Director, a key leadership role to guide the state's AI initiatives. Additionally, TAIGA supported the formation of the AI Leads working group, bringing together experts across agencies to drive cohesive and responsible AI adoption in Minnesota. These efforts aimed to build trust in AI technologies and foster a collaborative approach to tackling challenges in AI regulation and oversight.

Strategic focus on digital government services: MNIT remains aligned with its strategic goals to promote people-centered digital government services. These efforts aim to enhance service delivery, foster agility, and prioritize the user experience for all Minnesotans.

New Data-Sharing Workgroup: 2024 saw the establishment of a Data-Sharing Workgroup. This workgroup will focus on improving data interoperability across state agencies, enabling more effective decision-making and delivering streamlined services to the public.

Looking ahead, MNIT is eager to incorporate the TAC's recommendations for 2025, which focus on supporting the responsible adoption of AI, expanding customer experience best practices across agencies, enhancing cybersecurity measures, and accelerating the adoption of cutting-edge technologies. Additionally, this year will see work dedicated to developing data-sharing capabilities across agencies.

These priorities aim to build on current successes and further advance Minnesota's vision of an innovative, accessible digital government that delivers peace of mind and valuable time back to the people of Minnesota.

MNIT remains committed to advancing these priorities in partnership with state agency business leaders, the Minnesota Legislature, and private industry partners. Together, we aim to elevate government services, foster modernization, and drive meaningful outcomes for Minnesotans.



Sincerely,

A handwritten signature in blue ink that reads "Tarek Tomes".

Tarek Tomes

Commissioner, Minnesota IT Services and Minnesota State CIO



Appendices

Appendix A | 2024 TAC speaker list

Month	Type	Speaker
January 2024	Business meeting	Council updates, report review, subcommittee discussions – no guest speaker(s)
February 2024	Agency presentation	<p>Minnesota Management and Budget (MMB) Enterprise Resource Planning Systems Transformation</p> <p>Deputy Commissioner Britta Reitan, MMB</p> <p>Deputy Commissioner Blake Chaffee, MMB</p> <p>Stacy Krueger, Enterprise Resource Planning Director, MMB</p> <p>Bruce Yurich, Chief Business Technology Officer, MNIT partnering with MMB</p>
March 2024	Agency presentation	<p>Minnesota IT Services Office of Accessibility Overview</p> <p>Jay Wyant, Chief Information Accessibility Officer, MNIT</p>
April 2024	Agency presentation	<p>Minnesota Department of Agriculture (MDA) Technology Strategy and Overview</p> <p>Tyrone Spratt, Chief Business Technology Officer, MNIT partnering with MDA</p> <p>Nicole Neeser, Dairy and Meat Inspection, MDA</p> <p>Mark Abrahamson, Plant Protection Division Director, MDA</p> <p>Benjamin Curtis, IT Business Director, MDA</p>
May 2024	Guest speaker: moderated discussion	<p>Artificial Intelligence</p> <p>Neel Kashkari, President and CEO, Federal Reserve Bank of Minneapolis</p>
June 2024	Agency presentation	<p>Minnesota Department of Public Safety (DPS) Toward Zero Deaths, Safety Analytics Project</p> <p>Assistant Commissioner Tim Lynaugh, DPS</p> <p>Michael Hanson, Director of the Office of Traffic Safety, DPS</p>

Month	Type	Speaker
July 2024	Agency presentation	<p>Minnesota Management and Budget (MMB) – Results Management Overview</p> <p>Deputy Commissioner Britta Reitan, MMB</p> <p>Laura Kramer, Director of Results Management, MMB</p> <p>Dr. Weston Merrick, Senior Manager – Impact Evaluation, MMB</p>
August 2024	Guest speaker: moderated discussion	<p>Customer Experience</p> <p>Dana Chisnell, Executive Director for Customer Experience, U.S. Department of Homeland Security (DHS)</p>
September 2024	Guest speaker: presentation/ discussion	<p>Metropolitan Airports Commission (MAC) Technology and Customer Experience Overview</p> <p>Eduardo Valencia, Vice President and Chief Information Officer (CIO), MAC</p>
October 2024	Agency presentation	<p>Minnesota Department of Children, Youth, and Families (DCYF) Agency and Digital Strategy Overview</p> <p>Commissioner Tikki Brown, DCYF</p> <p>Business Integration Director, Rachel Grimes, DCYF</p> <p>Tyrone Spratt, Chief Business Technology Officer, MNIT partnering with DCYF</p>
November 2024	Guest speaker: presentation/ discussion	<p>Artificial Intelligence/GenAI Trends, Lessons, and Success Factors</p> <p>John Broghammer, Capgemini</p> <p>Mark Huss, Capgemini</p>
December 2024	Business meeting	Council updates, report review – no guest speaker(s)
January 2025	Business meeting	Council updates, report review – no guest speaker(s)

Appendix B | Members of the Technology Advisory Council

Name	Organization
Rick King, Chair	Former Executive, Thomson Reuters
Vincent Cabansag, Vice Chair	Chief Operating Officer, Clockwork
Tom Butterfield	Formerly TCF Bank
Anjali Gandhi	Chief Information Officer and Senior Vice President, Federal Reserve Bank of Minneapolis
Shireen Gandhi	Deputy Commissioner, Minnesota Department of Human Services
Lee Ho	Deputy Commissioner, Minnesota Department of Revenue
Jason Lenz	Minnesota Association of Counties
Timothy Lynaugh	Assistant Commissioner, Minnesota Department of Public Safety
Susan Ramlet	Senior IT Manager, Medtronic
Melissa Reeder	Chief Information Officer, formerly of the League of Minnesota Cities
Britta Reitan	Deputy Commissioner, Minnesota Management & Budget
Evan Rowe	Deputy Commissioner, Minnesota Department of Employment and Economic Development
Katie Smith	Director, Ecological and Water Resources Division, Department of Natural Resources
Axelina Swenson	Minnesota Association of Professional Employees
Theresa Wise	Formerly Delta Air Lines
Legislative members (Ex-Officio, Non-Voting)	
Representative Kristin Bahner	Minnesota House
Senator Mark Koran	Minnesota Senate
Representative Jim Nash	Minnesota House
Senator Melissa Wiklund	Minnesota Senate

