

# \*\*\* NOTICE OF PUBLIC MEETING \*\*\*

## INFORMATION TECHNOLOGY ADVISORY BOARD

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**LOCATIONS:**

NDOT Headquarters 1263 S. Stewart Street Third Flr Conference Rm Carson City, Nevada 89701	NDOT District Office 123 E. Washington Avenue Main Conference Rm Las Vegas, Nevada 89101
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*Note: These are non-traditional locations selected because of the 2017 Legislative Session*

**DATE AND TIME:** February 3, 2017, 1:00 p.m.

Below is an agenda of all items to be considered. Items on the agenda may be taken out of the order presented, items may be combined for consideration by the public body; and items may be pulled or removed from the agenda at any time at the discretion of the Chair.

### MINUTES

#### 1. CALL TO ORDER and ROLL CALL

**Chairman Diflo:** Good afternoon everyone. Considering, it looks like it's 1:10, I'd like to call to order the February 3, 2017 Meeting of the State of Nevada Information Technology Advisory Board. Kelly, I'd like to ask you to do a role call and then let me know if we have a quorum?

**Kelly Kiesow:** Assemblyman Anderson? Senator Denis?

**Moises Denis:** Here.

**Kelly Kiesow:** Director Diflo?

**Chairman Diflo:** Here.

**Kelly Kiesow:** Director Cates?

**Patrick Cates:** Here.

**Kelly Kiesow:** Director Whitley?

**Steve Fisher:** Steve Fisher for Director Whitley.

**Kelly Kiesow:** Director Malfabon?

**Director Malfabon:** Here.

**Kelly Kiesow:** Ms. Krause?

**Catherine Krause:** Here.

**Kelly Kiesow:** Mr. Betts?

**Craig Betts:** Here.

**Kelly Kiesow:** Ms. McGee?

**Sherry McGee:** Here.

**Kelly Kiesow:** Mr. Marcella?

**Joe Marcella:** Here.

**Kelly Kiesow:** Chairman, we have a quorum.

**Chairman Diflo:** Okay, thank you, Kelly.

2. 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 may be limited to 3 minutes per person at the discretion of the Chair. Comments will not be restricted based on viewpoint. The Chair may, at its discretion, hold this agenda item open in order to receive public comments under other agenda items.

**Chairman Diflo:** That will take us to Agenda Item 2 which is Public Comments. Looks like we have public comments on the agenda twice. So, I'd like to ask if we have anyone in the North that would like to step up to the table and the microphone and make a comment? If you would state your name for the record?

**Heather Case-Hall:** My name is Heather Case-Hall. Thank you for having me today and letting me speak. I would like to address the Chief of Information Security position that is currently being announced. I was excited to learn about the vacancy. The State of Nevada, by way of the Nevada National Guard trained me as a Cyber Security Warrant Officer in the Army. In that training, I earned seven high-level sans security certifications that added to the six that I already maintained. I'm currently retired. I just recently retired.

The Chief Information Security Officer position is a public and high-level position for any company. Finding a qualified individual that can assess, advise and direct all aspects of a statewide IT architecture can be difficult. Maintaining that right individual in this competitive job market is nearly impossible.

My dilemma in applying for this position, as I'm sure is the same dilemma for others is the compensation package. While I'm aware that the Governor recommended budget proposes \$3.5 million investment in cyber security. That investment is not reflected here. I called and spoke with the recruiter and the recruiter stated that it's the Governor's guidance that individuals start at Step 1, which would mean that an individual in this position would start at \$69,000. That job position tops out at \$105,000. He also stated that if I applied, I might have the capability to negotiate a couple of steps but that still doesn't put the job position in range, which is competitive. Robert Half, the 2017 results from Robert Half states that the average job for a CISO is \$142,000 to \$236,000.

In addition, it requires some very extensive security certifications. A CISSP CISO averages about \$106,000 to \$207,000. A CISM CISO averages from \$115,000 to \$228,000. The GSE Certification, which is a DIAC Global Information Assurance Certification, Security Expert, there's 164 of these individuals that has certified globally. So, the statistics on that job salary isn't even available.

I would like to propose some more involvement and conversation about the salary range. I personally would like to be involved in helping secure assets and find some competent individuals and attract some more cyber security professionals to the region. Thank you for letting me speak.

**Chairman Diflo:** Paul Diflo for the record. Heather, do you mind if I ask you a question?

**Heather Case-Hall:** Yes.

**Chairman Diflo:** You said you spoke to a recruiter, was that the State of Nevada HR Recruiter?

**Heather Case-Hall:** Yes. Carl Chaisam. I'm pronouncing his name incorrectly. I've written it down in my notes that I'll give to the recorder. CHAISAM. Was the gentleman that I spoke to. He was very open to speak with me but stated that that was the job requirements and that there was no wavering away from that. Is there any other questions that I might be able to address?

**Sherri McGee:** For the record, Sherri McGee. So, when you mention the salary ranges that you referred to, those averages, were those just private sector, private/public sector? Because there is a difference between the two and so I was just kind of curious where you got those numbers from.

**Heather Case-Hall:** Right. Robert Half typically produces reports on the private sector. There were various other entities that I went to. PayScale.com, also Glass Door. Those don't always incorporate the public-sector jobs, but as an average this is something that's happening within the region and there's a shortage of cyber security professionals. So, to get someone in that position that's skilled at that pay range is very difficult.

**Sherri McGee:** Right, thank you very much.

**Heather Case-Hall:** Thank you.

**Steve Fisher:** Steve Fisher for the record.

**Heather Case-Hall:** Yes Steve.

**Steve Fisher:** You said you retired from the military?

**Heather Case-Hall:** Yes, I did.

**Steve Fisher:** And you retired at what—what were you, a CIO in the military?

**Heather Case-Hall:** I was the Chief Networking Defense Team Lead. So, I managed the Cyber Defense Team for the Nevada National Guard. I was the Chief Warrant Officer III when I retired approximately six months ago.

**Steve Fisher:** And your salary at that level was?

**Heather Case-Hall:** My salary at that level was \$100,000. I'm currently making about 25% more than that.

**Steve Fisher:** Thank you.

**Heather Case-Hall:** Thank you. Is there anything else I might be able to address to help expand on this? Thank you again. I'll give my notes and my findings to the recorder.

**Chairman Diflo:** Thank you Heather.

**Heather Case-Hall:** Thank you.

**Chairman Diflo:** Are there any public comments in the South.

**Speaker:** Doesn't look like there's any down here. Just us.

**Chairman Diflo:** Okay. We'll keep this item open until we get down to Agenda Item 7 and we'll probably close it then.

3. COMMENTS BY THE CHAIR (*for discussion only*) – Chair, Paul Diflo.

**Chairman Diflo:** Okay. We'll keep this item open until we get down to Agenda Item 7 and we'll probably close it then. That will take us on to the next Agenda Item, which is comments by the Chair. I only have a few things to say.

I was reviewing NRS 242 and in there you find the statutory provisions relating to ITAB. In one section, it highlights the powers of the Board. Two of the listed duties include reviewing the annual or multiyear strategic plan and reviewing the biennial budget. Today's meeting, if you saw on the agenda is largely going to be focused on the EITS Biennial Budget.

Just a very quick high-level mention of the strategic plan. It's my belief that as the strategic plan for EITS matures that this Board can not only advise on plan direction, but help influence achieving the goals of the strategic plan when appropriate. Director Cates and CIO Shannon Rahming will be presenting a high-level overview of the budgeting, focusing on the incremental proposed spends as well as priority enhancements. I think it's appropriate for the ITAB Board Members to have visibility into the key items of the budget and get your questions answered that you may have about the proposed spend. As we have two legislators on the Board, it's particularly helpful for them to understand the value of these investments to the State of Nevada as they can help influence in highlighting worthwhile or prioritized line items.

4. APPROVAL OF MINUTES (*for discussion and possible action*) – Chair, Paul Diflo.  
Discussion and decision to approve minutes of the meeting on October 27, 2016.

**Chairman Diflo:** With that, I would take us to the next agenda item and ask for a motion to approve the minutes of the meeting held October 27, 2016.

**Catherine Krause:** Motion to approve.

**Chairman Diflo:** And, do I have a second?

**Sherri McGee:** Sherri McGee, second.

**Chairman Diflo:** All those in favor? [ayes around] Motion carried.

5. EITS PROPOSED BIENNIAL BUDGET AND STRATEGIC PLAN (*for discussion and possible action*) – Director Patrick Cates, Department of Administration, and Shannon Rahming, State CIO and Administrator, Division of Enterprise IT Services (“EITS”).

**Chairman Diflo:** At this time, that takes us to Agenda Item 5 which is the EITS Proposed Biennial Budget and Strategic Plan. I'd like to invite Director Cates and CIO Shannon Rahming to the table.

**Patrick Cates:** Thank you Mr. Chairman, Members of the Committee. I'm Patrick Cates, Director of the Department of Administration. We want to start with the presentation or do you want to talk about any other documents? Just start with the presentation, yeah, let's just do that. We have a PowerPoint up here. There are hardcopies up here and after the meeting, we can email them out so people that are in the South can have the hardcopy as well.

What this is is basically the overview of the Department's budget that was provided last week to the Finance Committees. I've removed any section that was really not of any relevance to ITAB. It's really focused on EITS specifically and then some other big technology projects that we have in our budget request. It's just a high-level overview.

This is my first time doing this, let's see how this goes. You go that way. Yes, okay.

One of our budget enhancements is the request to reorganize Enterprise IT Services. There's 23 positions that we're targeting to kind of shuffle around within the Agency. You can see in this chart each of EITS budgets and then you can see the headcount of FTEs that are being moved between them and you can see the net effect on each budget account. You'll note that there's a pretty substantial increase for Agency IT Services.

This is a very summary org chart of what we're trying to accomplish with this reorganization. I would draw your attention to Agency IT Services. Agency IT Services includes things like the Help Desk, Local Area Network, Application Development. When DPS was merged with Enterprise IT Services, there was a lot of FTEs that were brought in and brought in to different accounts. I think as they have operationalized supporting the Department of Public Safety, which was a huge undertaking, they found that you had people maybe in the wrong spot, that were really providing a service. What we're trying to really do is focus a frontward facing division that is the provider of service to agencies. Like an agency that would have its own IT shop. So, the only people that receive services from Agency IT Services are the Governor's Office, which includes like Governor's Office of Energy and Finance Office, the Department of Administration and the Department of Public Safety. There are no other agencies in the State that receive those kinds of front-end IT desktop support type of services.

The other parts of the Agency, we wanted to make that sort of back of the house, Enterprise level support for the whole State. The way it was organized before it was not uncommon for an end-user to enter a helpdesk ticket and that helpdesk ticket get routed around over to communications or computing services; agencies that aren't used to dealing with frontend customers. They're used to dealing with other IT staff. So, Agency IT Services is really that interface for those three agencies and the other departments have their own IT staff that would interact with the Enterprise portions of EITS. Information Security, all State Agencies use those services. Computing Services is really the State's server farm, basically, our computer facility. Communications is Silvernet, phone systems, that sort of thing. Those combined are the State's private cloud network. Just a realignment of duties with kind of a more customer service, frontward facing shop that's accountable to an agency rather than it being spread across. There was a lot of frustration for customers of Agency IT Services, as well as the employees themselves because the lines of authority weren't always clear. Hopefully this will improve things quite a bit.

This is a more detailed org chart. I won't go into a bunch of detail here but you can see through the color-coding where people were moved from, what budget accounts. You can kind of see what that structure looks like and you can see down there on the bottom that Agency IT Services. Like I said, that's desktop, LAN, Help Desk and applications.

Any questions on that or do you want me to go through this?

**Catherine Krause:** Mr. Chair, I have a question. First of all, I'm really, really supportive of this concept. I think it will be great and give you guys a lot of improvement in your customer service. One question I had, agencies outside of Agency IT Services do use your helpdesk? That is the way

that we get the attention of your computing or communications services and usually it is our IT staff that is calling. I'm just curious about the rationale as far as having the helpdesk in Agency IT because that is something that is used statewide by your Enterprise customers as well?

**Patrick Cates:** That is correct, the helpdesk is used by all agencies. It is most heavily used by DPS. They have a 24-hour helpdesk, as well as there's just a lot of routine tickets that they get that are related specifically to those agencies. I believe the way the cost pools are structured that those are statewide charges for portions of the helpdesk so that all agencies are paying for that portion of the helpdesk that they use, across agencies. It's kind of an exception, but it's that frontward facing—you know, it's where we do the intake and figure out where it needs to go, so we put it in that shop.

**Catherine Krause:** Thank you.

**Chairman Diflo:** Director Cates, just to be clear for the record, this reorganization is not a request for an additional or incremental head count. It's just a shuffling of your resources already under your control.

**Patrick Cates:** Correct. Any other questions on that? The additional resources are further on in the presentation.

The next item up, cyber security. This made it into the Governor's State of State Speech. This is the EITS portion of the request for cyber security enhancements for the State. This is focused on protecting State resources, Silvernet, state computers, that sort of thing. You can see each of the budget accounts for EITS and how much money they're receiving. There are two additional positions for the Office of Information Security and this is a combination of hardware, software, vendor services, log managers, firewalls, even some server cage locks. Do you want to elaborate on some of the things that are in there and maybe field any questions they have about—I think they're pretty sensitive and they don't bend, so you can just—

**Shannon Rahming:** Okay. For the record, this is Shannon Rahming, CIO. We have in here a lot of—we were looking at seven generations for protection—for software protection, versus the first generation. We're also looking at more vendor support, looking at our logs, those types of things. We also have intelligence that we have coming into us but would be more intelligence coming into us. We utilize two companies right now but we would be getting some more of that, coming in and letting us know what threats are coming, those types of things.

Honestly, it's just—we are just continuing to build out our cyber security, what we've got going on and help do a lot more than what we're currently doing. The two extra people, one will go with our Alteris Group, our group that actually pushes the patching out and then one will actually go into our Security Operations Center. Our Network Operations Center works closely with our Security Operations Center, so we have some software that's going into that also. Some new software, some new hardware, more vendor support.

**Patrick Cates:** A couple of other things I'd point out on this slide. The General Fund loan, that is for some of the hardware that can be capitalized. That is being purchased with a General Fund loan and then EITS has to pay it back through assessments. I forgot to update this slide but I was corrected after our last presentation that it's a four-year payback and not a five-year payback.

I don't have a slide for it but one other point I wanted to emphasize is, this is certainly not—this is \$3.4 million. These are enhancements to what we're already doing. We're already doing, I think, quite a bit with cyber security. I believe it's this fiscal year, the Office of Information Security is budgeted to spend over about \$3 million in their current budget, as well as there are a lot of cyber resources throughout EITS and individual agencies. There's a lot of work that they have been doing. Just for instance, there was an audit that was done regarding the employee database in HR Advantage and the data that rests in that system was not encrypted and EITS worked with Human

Resources last year and encrypted all that data. It's just an example. Of course, we had in the headlines recently, the Medical Marijuana Database that was exposing personal information, that was a vendor that used code that was not secure when developing that system and EITS came in and assisted them to rectify that problem.

**Joseph Marcella:** Mr. Chair, I do have a quick question. This is Joe Marcella in the South. Is there anything budgeted for SIM assistance or cloud assistance for security event and incident management? Is there any third-party looking over your shoulder to assist with any of this monitoring?

**Shannon Rahming:** For the record, this is Shannon Rahming, CIO. Yes, we do have a contract with Symantec Managed Services that helps us with the monitoring. We do utilize them to look at the logs. They look at the millions of logs that we produce every year and they send us back what is critical and what is high priority, what is medium priority. We do have assistance with those logs, yes.

**Joseph Marcella:** Is that new this year or has it been established for several years?

**Shannon Rahming:** It's been established for at least two years that I'm aware of.

**Joseph Marcella:** Okay, thank you.

**Shannon Rahming:** Thank you.

**Steve Fisher:** Mr. Chairman, if I could, I just had a question.

**Chairman Diflo:** Yes sir.

**Steve Fisher:** For the record, Steve Fisher. If an agency, for example, was going to deploy a new web application in this example, like Public and Behavioral Health for example, the marijuana application—would EITS be able to do penetration tests or take a look at that application before it's deployed to help secure it so that something like this wouldn't have happened? Does that make sense?

**Shannon Rahming:** For the record, Shannon Rahming. At this point, with our current staffing level, we would do the best we could. Hopefully with our additional staff, we would be able to do more penetration testing, that type of stuff. However, we are more than willing to try and help out and as we have been helping out with quite a bit, as you're well aware, with the issue. We would love to work with folks ahead of time and get that going.

**Patrick Cates:** The Office of Information Security does have tools to scan systems and penetrate them. This will give them a lot more to do that. Hard to say whether that might have caught that particular problem but they do offer those services.

**Steve Fisher:** Thank you.

**Patrick Cates:** Next slide—

**Speaker:** Mr. Chair?

**Chairman Diflo:** We have a question from the South.

**Speaker:** Just real quick, on the cyber security stuff, that last discussion we were having, were we talking about the new office of the cyber security stuff that's going to be in DPS?

**Patrick Cates:** That's my next slide.

**Speaker:** Oh, okay. Then, I'll wait. So, we were talking about cyber defense. That's on the EITS side, right?

**Patrick Cates:** That was on the EITS side, that's correct.

**Speaker:** Okay and now you're going to talk about the other side which is the resource that can be used by not just State but others, right?

**Patrick Cates:** That is correct.

**Speaker:** Okay. I'll wait then to ask. Thanks.

**Patrick Cates:** Slide 7, I actually received this from Director Wright over at DPS. This is what he had in his presentation earlier this week. On the DPS side of things, they are requesting to establish an Office of Cyber Defense. That request is \$876,000 for the biennium. That includes four positions; a Cyber Defense Coordinator, an IT Professional, a Managed Analyst and an Administration Assistant. The Office is to function as a collector and analyzer of cyber information. For instance, currently EITS receives notices on cyber events and—I'm not saying this very well, why don't you explain it.

**Shannon Rahming:** Okay, for the record Shannon Rahming. No worries. For the record, Shannon Rahming. As I mentioned, we have—or, maybe I didn't mention—we have a couple of vendors that give us intelligence gathering. We receive that intelligence, some of that are State asset based, some of it might be tribal or local government or university or school district based. So, when it is outside of the state asset base, what we are seeing is that the CD will then be contacting those folks and letting them know they have issues. Whether it is passwords that have been shown up on Paste Bin or we've had threats that have come through for the university system that have said they're going to do a D-DOS attack—because Nevada, they don't like the fact that Nevada has this law or doesn't have this law. So, those types of intelligence gathering that we get that we are working right now with the Nevada Threat Analysis Center to help us disseminate that information out. A lot of it was being done by our internal security staff, but we're now working with the Nevada Threat Analysis Center and a lot of that work will then be taken care of by the CD, the Cyber Defense Center.

**Patrick Cates:** Also, being in DPS, they have resources like the Nevada Division of Investigations, if the forensic on the event, really they can trace it back to somebody that they can take investigative action and criminal police action if necessary. It really kind of brings that altogether. They'll disseminate information to the public, kind of raise awareness. It's really the flow of information and analysis and potentially criminal investigation for the whole State of Nevada. EITS has worked very closely with Department of Public Safety. There was a grant from the Governor's Association to develop a cyber security plan that this is the outcome of or part of the outcome of.

**Shannon Rahming:** Yes, for the record, we received an NGA grant for the Policy Academy. We are working on—there's this and then we are also working on response plans out of that grant.

**Chairman Diflo:** For the record, this is Paul Diflo. The CD almost acts as a clearinghouse and EITS is one of multiple inputs to that clearinghouse. Then they have connectivity to the proper security departments. They're kind of the hub or the front end of this, getting input from multiple sources.

**Patrick Cates:** Correct.

**Shannon Rahming:** But at this point—Shannon Rahming for the record. At this point, we are still waiting for the BDR language to come out and tell us exactly what that would look like but that is

what I'm reading on there, tells us certainly that's the thought process.

**Patrick Cates:** There are some law changes that are being worked on, it just hasn't been released yet. I think it was Director Wright that indicated it might be coming out in the next couple of weeks. So, we'll see what that language looks like.

**Sherri McGee:** For the record, Sherri McGee, I have one more question. With these two departments focused on the cyber security arm, I was noticing on the website a lot of security standards that you have released. In particular, this one Network Perimeter Defense, the last time that was looked at was in 2003. Are one of these arms going to be looking through all those old policies and updating them and refreshing them and if so, which one?

**Patrick Cates:** So, those policies are for State of Nevada for the Executive Branch. EITS will continue to be responsible for those policies for State Agencies. Like I said, the Office of Cyber Defense is more about disseminating and collecting information statewide, not just state government. Private and public sector. So, the rule making over state agency's information security or information systems is all under statute, under EITs, under the Office of the CIO. That would not be performed by this Office. Now, they may give us some guidance from a cyber security aspect that we may incorporate but that will continue—that authority will continue to reside with EITS.

**Sherri McGee:** Thank you.

**Patrick Cates:** Any other questions on this? The next item we're calling Bigger Pipes. I think it was Mike Welden that coined that term. Really this is an investment to enhance Silvernet bandwidth, last mile connectivity to facilitate customer usage. That's a reference to more and more agencies doing cloud based computing. Disaster recovery, redundancy and infrastructure.

You can see here, this is a \$6.9 million investment. It's spread across Data Network and Engineering, Network Transportation Services and this also has a General Fund loan for some of the capitalized equipment that is included in this. It's a variety of hardware upgrades and expansions to network capacity. Probably the most significant of which is to get 10 gigabyte connectivity North-South so that we can actually back-up North and South. Do you want to expound on what's in this?

**Shannon Rahming:** Yes. Again, as you're talking about the 10-gigabyte connectivity North-South, we are also looking at having a second data center in the North, in Reno specifically and we have two in Las Vegas. Then we will have our Carson one. So, we will have obviously, duplication. We'll be able to do our disaster recovery, be able to back-up and have that back and forth. That will be wonderful. The fact that we've actually expanded to 10 gig will allow a lot of the cloud, as Director Cates mentioned, allow a lot of the new cloud vendors out there, a lot of the new systems that folks are trying to get, it would allow us better access, quicker—faster access.

We also are upgrading. We have quite a bit of our WAN, our Wide Area Network equipment that is end-of-life, so we will be upgrading that which then will allow for the larger pipes to come in. We have portions of our network that have large pipes but they have a small receptacle to go to. So, you have a lot of water trying to get into a little tiny hose. This will allow us to put a larger receptacle for that data to come in to make it quicker back and forth therefore allowing for expanding our network capacity. Then it also adds personnel to allow us to maintain the infrastructure back and forth. Are there any questions?

**Chairman Diflo:** Yes, for the record, this is Paul Diflo. Just from my experience, this is a—bandwidth is a foundational prerequisite to a lot of things. If you did not get the funding for this, would this restrict or limit any of your other strategic goals?

**Patrick Cates:** Absolutely.

**Shannon Rahming:** Yes. Both of us would say, absolutely. For the record, Shannon Rahming. We also—it would restrict our goals from an EITS perspective. It would also restrict the goals from other State Agency’s perspective because we would not be allowed to take care of what they need. We couldn’t give them the infrastructure to do what they need to do to process their data. It absolutely does that.

On the second part of what it also gives us is, more broadband to our rural areas, which is a large concern that we have in the State of Nevada. We have a lot of rural areas in between Las Vegas, Carson and Reno. So, a lot of people think that the whole State of Nevada is just all Vegas, but we have a lot of rural in between and we have a lot of residents that we need to take care of. This will also allow us to jump off and give them more access.

**Chairman Diflo:** Okay, thank you. That’s what I thought.

**Shannon Rahming:** Yes.

**Patrick Cates:** It’s mostly all Vegas, but we’ve got to take care of the rurals too.

Next item up is on Slide 10. This is the ERP Project. This is a project to replace the State’s 18-year old financial and human resource system, coded in Cobalt, with a modern enterprise resource planning system to increase statewide productivity and enhance decision making for resource allocation. The request for \$15 million of General Fund. This will touch the major functional areas of: Financial, HR, Procurement, Grants and Budgeting. The State commissioned a 2014 benchmark study that showed Nevada was lagging behind other states in efficiencies of its financial and HR processes. The Legislature appropriated \$1 million last session to start the process to document the State’s processes and develop an RFP.

The Department of Administration has taken a leadership role on that project. We have an Executive Committee that consists of the Governor’s Office of Finance, Controller’s Office and the Department of Administration. We have four working groups of stakeholders. One for HR, one for IT, one for Finance and the other for Procurement. We have some MSA contractors on project. We have a project manager and business process analyst that have been documenting Agency’s processes for this effort.

We just concluded yesterday three weeks of vendor demonstrations, each of the major ERP vendors had two days to present to us and demonstrate functionalities of their systems. It was quite an eye opener. I can tell you, I’ve been with the State of Nevada for 20 years. I remember when they rolled out the current ERP system. I was a young, Accountant Technician at the Department of Motor Vehicles when they rolled that out. I can tell you, over the last 20 years being in the fiscal series most of my career, the amount of manual processing that has to be done by agencies is astounding. The amount of spreadsheets that are done, the amount of raw data downloads people do just to format a report because our system does nothing but bare bones. You can’t even queue an accounts payable. You can’t queue it and say, pay it in two weeks. It gets paid when you punch it in. There’s no automation. Any automation that exists has been ad hoc that agencies have developed themselves.

We have the Administrative Services Division that provides a lot of centralized accounting services for state agencies and we have a wonderful Administrator there, Evan Dale, who is very tech savvy and has built a lot of tools to provide automation in his shop. It’s a shame that we’re doing that across the state. I think the number of FTEs that we dedicated to HR processing and fiscal processing is very high because of the lack of tools that we have. What we saw from these vendors just really blew me away and I think it blew away a lot of the stakeholders and made us really hopeful that we can grind a tremendous amount of efficiencies across state government with this project. We’re very happy to be in a leadership role on that.

**Sherri McGee:** For the record, this is Sherri McGee. I have a question about this project. So, the \$15 million in FY '18, so that starts in July. Do you plan on having this completely rolled out this year or?

**Patrick Cates:** No.

**Sherri McGee:** I know you talked about some 2019 funding, so if you could just explain that.

**Patrick Cates:** Sure. The \$15 million is one-shot money. It's available for the whole biennium. They give it to us all up front. We spend what we spend in the first year, the rest of it rolls over to the second year. At the end of the biennium, the money goes away.

**Sherri McGee:** And, what's the target for completion for this project? Do you have a certain timeframe in mind to get that?

**Patrick Cates:** It's the end of fiscal year 2019.

**Sherri McGee:** 2019, okay great. Thank you.

**Patrick Cates:** I should say, well no let me take that back. What is proposed to be completed by the end of 2019 is implementation of the financial module. We're phasing this over a few biennia. We'll get to HR later and Grants. We're looking at trying to move up the budgeting piece as well but it's going to take a couple of biennia, we anticipate to get there. Even if we bought a product that had all the modules, just the time it takes to design it, design the workflow and convert data, I think it's going to take us a couple biennia just to bite off finance and HR.

**Sherri McGee:** Great, that's good to hear. Thank you.

**Patrick Cates:** And that \$15 million, you know, that's going to be a combination of the implementation costs, as well as ongoing subscription. A lot of these vendors are offering full cloud solutions or hosted cloud solutions. I'm not sure where we'll end up going in terms of what we're picking, but there's going to be like ongoing subscription costs that we don't have right now. The State, when the current ERP system was developed, it was so heavily customized that the predecessor of CGI that has Advantage, wouldn't support it because it was so customized. We really didn't have any support for the last 18 years. It's amazing.

This project was ranked #2 by the State IT Strategic Planning Committee. I can't remember what was #1 but it was really important.

**Shannon Rahming:** One of the DPS projects, the NCJIS modernization.

**Patrick Cates:** Oh, it was the NCJIS modernization for DPS, that's right. That is very important as well.

**Speaker:** Chairman, I have a question.

**Chairman Diflo:** Yes sir.

**Speaker:** This is quite an undertaking. With the existing system that all of your users are probably very accustomed to and then having to switch to something new, I had one question about how to roll that out and train and that kind of thing. Also, for supporting the system, you've got some probably different skillsets required with the newer technology versus with the current system. If it's 90s, it might even have some Cobalt bytes to it. Have you factored into this shuffling of resources that support structure and maintaining kind of the two worlds?

**Patrick Cates:** For the record, Patrick Cates. The \$15 million—it depends which way we go. The vendors, what they offer are pretty different. For instance, CGI will give us basically a newer version of Advantage that we could support in the way we're supporting it right now. Most of the vendors, including CGI are offering products where they host it or its hosted in the cloud and you're not responsible for maintaining all of that. The tools they have, you can make customization changes and design changes without having to do any coding at all. We do expect that we'll need more resources to maintain the system going forward. In fact, we're going to need more resources to actually get all the functionality out of the system. They are so heavily customizable. It includes electronic workflow. Things we've never had before.

My hope is that we become efficient enough that we can repurpose people. I'm realistic, I imagine next biennium, we'll be coming back with a plan to operationalize the new system and it's going to have to include a lot of those resources.

**Speaker:** Thank you.

**Patrick Cates:** Thank you. Slide No. 11, it talks a little bit—I think I covered everything on here already. It's just about how the groups are set up and the project teams.

Next item, this isn't in EITS budget, actually this is in State Purchasing's budget. We have a request for funding for an e-procurement solution for the State. Currently the State's procurement process is really entirely manually. RFPs are developed on Word documents. They're emailed around to people. They're posted on the website. There's nothing that is automated in the procurement process except for maybe the very tail end when you put a purchase order in the State's system, which is only for big purchases. The payment end, that's about it. Contracts are shuffled around the State by courier and employee. It's not uncommon to have an Agency sign their contracts at the deadline and have somebody drive them down to the AG's Office and wait in the lobby while the Attorney signs them and then rush them over to the Budget Office for filing.

This is an off the shelf product. It has some really robust contracting features where you can set up different model contracts and you develop them through this system. You can process them through workflow to get the right approvals, all electronically. They have cataloging systems with punch outs to vendor sites so that you're getting the pricing that you had agreed to under contract. It also provides a lot of analytics for better procurement decision making. Just to give you an example, we have to provide reports on disabled veteran businesses that do business with Nevada, just as an example. That's a manual undertaking to figure that out currently. You could just flag your vendors, how you register them as minority owned or disabled veteran or women or Nevada Start-Up or whatever you wanted to call it and flag that and have quick real-time reporting tools on that sort of thing.

This also has an interesting, I'll call it, innovative funding source. This is tied with a bill draft request that would give State Purchasing the authority to charge a fee for vendors to use the system. Basically to do business with the State of Nevada. When this was first pitched to me by our Purchasing Administrator, Jeff Haag, I said, you got to be kidding me. We're not going to go charge our vendors to do business with the State. He really convinced me and showed me that this is very common practice in the industry. Many states do this. I think a majority of the states do this. We also participate in NASPO contracts. National Purchasing—State Purchasing Organization and they negotiate multistate contracts. All of those contracts include vendor fees. It's based on how much business you do with the State. If you do \$500,000 with the State, you may have to pay a 1% vendor fee. It's not unlike rebates that we currently get. We do business with Bank of America and anything you buy through them, they give you a rebate, that kind of thing. A little different—and we're not asking for additional resources from the Legislature to fund this system. We're just asking to be able to have the vendors pay for it. The benefit to the vendors and why they will want to pay for it is because it gives them a lot more insight into their business with the State. There are vendor portals. They can log-in, they can submit invoices. They can see the status of payments. With an automated system, they'll get paid a lot faster.

Now, as we move forward with the ERP Project, some of the ERP vendors that we have have some of this functionality, some better than others. A standalone product that we've looked at seems very robust, probably more robust than what we saw from these vendors' demos, but we have to reach a decision point as this moves forward along with the ERP Project of how much we put this in a separate system or how much we can actually get out of an ERP. That will be—that will depend on who we pick as the vendor. Any questions on that one?

**Chairman Diflo:** For the record, this is Paul Diflo. Something you said Director Cates reminds me of a practice we have called pace layering. Your core ERP system is used for some basic functionality that ties all of the agencies or business units together.

**Patrick Cates:** Right.

**Chairman Diflo:** But then other applications that are in the cloud that are separate from your ERP system, like a Salesforce.com for example, are usually much better than what the ERP system can do.

**Patrick Cates:** Exactly.

**Chairman Diflo:** So, that's the decision you have to make here. I'm wondering if your department has an enterprise architecture group or person that defines a pace layering type definition or principles of when to use the ERP versus when to use an add-in?

**Patrick Cates:** Do we have that?

**Shannon Rahming:** For the record, Shannon Rahming. At this point in time, no we do not. However, with the ERP System that certainly gives us the opportunity to perhaps look at something like that.

**Patrick Cates:** And it is part of our project plan for the ERP system. Our Project Manager has been involved in this e-procurement and looked at the systems. That's one of the things we're closely evaluating of the potential ERP vendors is that distinction and where you cut that open.

**Chairman Diflo:** Right.

**Patrick Cates:** The frontend piece of registering vendors, issuing RFPs, processing contracts, really robust in the systems we've looked at that are just e-procurement and some of the vendors really had limited to no functionality. Some had better functionality. So, it really depends who we're going to pick.

**Chairman Diflo:** Thank you.

**Patrick Cates:** Next item is Grants Management System. Much like the e-procurement, this is an off the shelf commercial application to automate statewide grant management functionality. This would be available to all state agencies. Currently, grant tracking in the State is really totally manual. I think some agencies have their own grant management system, but for the most part the grant management systems they use are spreadsheets and file folders and things of that nature.

This has been a goal of the Grants Office for some time. They received the funding to do a Request for Information last biennium to get information on grant systems and they've been working with the other state agencies, particularly DHHS who has real extensive granting requirements and needs on a statewide solution. When this was originally submitted to the IT Strategic Planning Committee, it was ranked #16. It was actually ranked near the bottom. The reason it was ranked near the bottom that was stated by the Members was that, the Federal Government is supposed to standardize its granting systems. They've been talking about doing this for quite some time but they have not

gotten there. I think they're behind schedule. It remains to be seen how far they get. I think there was some concern among the members that you buy the system and put all this information in there, you're still going to have to enter it again in the federal system. I think they recognized that it was a worthy project and it would benefit a lot of people but that was enough uncertainty that it seemed less important than some of the other things that were asked for. When it was originally submitted the product that they were looking at was much more expensive than the product they are looking at for the \$212,000 a year. It was—I don't remember the exact amount but it was over \$1 million and these were ongoing subscription costs. So, that didn't make it originally. Then as the Governor's Office built their budget, they recognized there was a need there and asked the Grants Office to go back and look and see if there was maybe any other product that was a little less costly that they could work with. So, they came up with this. That would cover the whole State.

Again, with the ERP systems, we have to look at functionality, what's core to ERP and what needs to be in Grant Management Systems. From what I've seen from the ERPs, what they really have for grant management is just the accounting side and the cost accounting for grants. It really doesn't have the issuing awards, managing awards. They have some functionality but not what we see out of a full-scale grant management system. Any questions on that?

Next item, Microsoft Office 365. Statewide hybrid cloud system for email office productivity and internet sharing with mobile capabilities to enhance productivity of the State's workforce. We're requesting funding of \$2.2 million for the biennium. That does include two positions. Really this is rolling out the Cloud/Microsoft Office solution for the State of Nevada. It includes licensing for the Department of Administration. It does not include licensing for all state agencies. Some state agencies are already using Office 365 in some fashion. Not always in the cloud but most agencies aren't using it at all. Some have budget authority to buy it. Some have it in their budget requests for next biennium to buy it.

The original idea and the long-term plan is to have statewide all agencies use this product. It would be paid through an assessment by EITS. We didn't do that this time because the onboarding of agencies and configuring the system, things like SharePoint is going to take time and resources. We figured it would take the biennium to get the people on that could afford to get on now and then we could pick up the other agencies that don't have it in their budget in the following biennium. I know Public and Behavioral Health has set up Office 365 in a different tenant and we're working with them to try to figure out how to make those work together and migrate over with the long-term plan that everybody is on one tenant.

We did have funding in the EITS budget in the last biennium for a cloud pilot. So, the cloud pilot that EITS did was Office 365. EITS has just completed all of the building and design work for the infrastructure for this system and is onboarding the Governor's Office of Economic Development as the pilot for this system but it is designed to be able to onboard all state agencies. Once we onboard them, then we'll start onboarding other agencies. It will be a little slow at first until we get some additional resources. Like I said, there's two FTE there to maintain the system, as well as some contract dollars to help onboard agencies. Anything you want to add to that?

**Shannon Rahming:** For the record, Shannon Rahming. Just that we are looking at having the Governor's Office of Economic Development, the first group, by the end of this month, up and running. We are well within our implementation and rolling forward for that.

**Sherri McGee:** For the record, Sherri McGee. I know there are some—there's been some talk about the raising of an email box per seed or per box price within EITS. So, going forward in the future, if there's a department out there that has a lower licensing cost for the same per mailbox, what would you do with that? Would those agencies just stay off on their own or would you work with them to renegotiate pricing or how does that work?

**Shannon Rahming:** For the record, Shannon Rahming. I guess I need clarification on that. Are you asking from an Office 365 standpoint or are you asking from an existing email standpoint?

**Sherri McGee:** For Office 365.

**Shannon Rahming:** For the record, Office 365, we are trying to—we are working with our Purchasing Office to negotiate with Microsoft, to negotiate one state rate.

**Sherri McGee:** Okay, great. Thank you.

**Patrick Cates:** That's the whole—well, it's not the whole purpose, but that's part of why we're trying to offer this as a statewide model. If we can deliver all 18,000 email accounts that the State has under one contract and one payment, we'll get better pricing. We have had some preliminary pricing from them that's more favorable than what you might just get today from the resellers and individual agency.

**Sherri McGee:** Thank you.

**Patrick Cates:** Next item on the list is Electronic Workflow and E-Signature. Again, we have an off the shelf commercial product application. For electronic workflow, you can design electronic workflow. You can take forms that are currently manual forms and automate them and design a workflow. It has public interface so people outside the system can use the workflow. It really—it's aimed at a couple of things. It was really in response to SB 236 from the 2013 Session. SB 236 directed agencies to automate all of their forms that the public fills out and put them online. A lot of agencies did a lot of work on that but we also had a significant number of agencies come forward at Interim Finance Committee and basically request a waiver and say they couldn't do it. It was a bill that didn't have any funding with it. It was just a directive to kind of just get it done and it did have an exception procedure to go to IFC. I think most agencies ended up doing that.

This product, the \$247,000 a year is a per person subscription. I forget how many people that is but we did an estimate that if the entire state used it, you'd have certain people that were involved in designing forms and that sort of thing. Now, the ERP system has the tools there, there's a lot of workflow that will enhance our HR processes as well as financial processes but there's all kinds of other workflow and processes that are used throughout the State. Just an example that I give—my wife works for Department of Motor Vehicles in the area that regulates the auto industry and they have investigators. They have a Word document on their website or PDF document and you can download it and you can fill it out and mail it or email it. She prints it out, she scans it and then she hand enters all the data into the case management system. With this tool, it would be very easy to take that form and configure it and attach it to the database and have that process be automated, just as one small example. Any questions on that?

**Catherine Krause:** Mr. Chair, I have a question. As far as other agencies using it, there are a few agencies, mine is one, I know NDOT has an extensive implementation of something like this.

**Patrick Cates:** Yes.

**Catherine Krause:** So, how would that work? Is it going to be like an assessment that we would be paying? I'm just curious how that would work for other agencies to use it.

**Patrick Cates:** The way it's budgeted, its budgeted through an assessment. It would be available for all agencies to use. It's a fairly small cost of the amount that is spread across all the agencies is pretty minimal. It wouldn't be a requirement that agencies use it. It wouldn't be meant to replace, like I know NDOT has done a lot with DocuSign and done great work with DocuSign. This is just another option, a fairly low-cost option to help agencies that haven't gotten there.

**Catherine Krause:** Okay, thank you.

**Steve Fisher:** I just had one question. Can you mention the name of the product itself?

**Patrick Cates:** This was based on—

**Steve Fisher:** Do you have to go out to RFP for it?

**Patrick Cates:** --Seamless Docs. This was based on Seamless Docs.

**Steve Fisher:** Okay, thank you. For the record, Steve Fisher, sorry.

**Patrick Cates:** There are some existing NASBO contracts and stuff that could allow us to reach them without a competitive procurement. We didn't want to say that's necessarily where we're going, it's a decision we'd have to make but that's what the cost was based on.

Other items in EITS budget. Workforce development. We have a 0.051 FTE part-time intern for all of EITS. We don't have any public service intern positions in the Division. The State used interns pretty widely before the recession hit and most of them were eliminated. Some agencies still use them. NDOT extensively uses interns today. We think this is very important to grow our workforce and get people while they're young. We originally asked for something much more robust than half an intern but that's as far as we could get through the process. We're very grateful to have that. It's a good place to start. I'd actually like to see interns throughout the Department of Administration, but in particular in EITS.

Next item is enhanced 9-1-1. So, for our VoIP System, currently if you call 9-1-1 in a State Office through that system and you don't tell them where you're at or you're incapacitated and they're trying to track your call, it will lead them to the EITS facility. It won't lead them to your office. So, this is an enhanced—enhancements to that system so we can keep our employees and the public safe.

Next item, small agency phones. This is just a phone equipment for the remaining small state agencies that haven't upgraded to EITS Enterprise VoIP System. That was a subject of the Letter of Intent by the Legislature. This would kind of wrap up that project and get everyone on board.

Efficiencies and reductions. There are some staffing reductions in the Office of the CIO. Part time Chief Assistant for Planning, which is currently vacant and a special advisors position, the incumbent will be retiring. We also have removal of some redundant microwave circuits as a result of the microwave upgrade that's in process.

That's it. Any questions?

**Joseph Marcella:** Mr. Chair, this is Joe Marcella in the South. I did have one quick question. I understand the electronic signature. That's for your own internal operations, cross essentially the enterprise, the State, correct?

**Patrick Cates:** Yes, that's correct.

**Joseph Marcella:** And that facilitates workflow and authentication as a document and validation and the rest. That's what that purpose is. Is there any thought to this state being a trusted agent or the local governments as well as for the state overall, with a KPI infrastructure or something silly like that?

**Patrick Cates:** For the record, Patrick Cates. We haven't given a lot of thought on the workflow about local government. In fact, we learned about it from some of the local governments that were using it. It's certainly a possibility. I can tell you the e-procurement system, we're very much interested in having local government participate. If we pay for the system through those fees, local government will be able to use that e-procurement system to do their own sourcing off of state contracts. That one is very purposefully aimed at local government. I know our purchasing Administrator, Jeff Haag, as well as Shannon Rahming, they do a lot of time and effort in working

with local governments and how we can collaborate. Actually, even for Office 365, we've been talking with Microsoft and the local governments about how we could procure that together to get even better pricing.

**Joseph Marcella:** I just thought if the communicating business needs—you have the business portal that currently exists and I think is expanding, that that level of signature management would probably be beneficial. Not only locally but for the State.

**Patrick Cates:** I'd agree.

**Rudy Malfabon:** I have a question. This is Rudy Malfabon. Director Cates, is the e-procurement going to affect your public works contracts from State Public Works or is it just primarily the Department of Administration, the State Purchasing?

**Patrick Cates:** For the record, Patrick Cates. For now, we are looking at State Purchasing.

**Rudy Malfabon:** Okay.

**Patrick Cates:** We may consider the functionality in the future for Public Works, but we're just going to start with purchasing. Some of the functionality for the e-procurement pieces of some of the ERP vendors had things that was kind of aimed a little bit more at stuff the Public Works does. It may be adaptable to that in the future but that's not the intent.

**Rudy Malfabon:** Thank you.

**Chairman Diflo:** For the record, Paul Diflo. First of all, I want to thank you for the presentation. I think it was really well documented and very well-articulated, easy to understand.

**Patrick Cates:** Thank you.

**Chairman Diflo:** Now that we look at the numbers and we know that—we've heard the Governor's State of the State and his priority he's placed on cyber security, it puts in perspective the comments made by Ms. Hall in the public comments. You can invest a lot of money in tools and processes and if we don't get the right CISO leader, we may not get the right value out of that. So, I guess for the record, I would hope that the HR Department might give you some flexibility to adjust that total comp if that is true, if that information is correct. I personally have spent more than \$69,000 on recruiting, just to target a position like that. I think it may be a challenge to get the right kind of leadership you're looking for.

**Shannon Rahming:** Thank you for the record.

**Chairman Diflo:** Just to comment.

**Shannon Rahming:** It is a challenge to get some of those high-level skills at the salaries that we pay.

**Patrick Cates:** I would add that the Governor's budget did include a 5% increase for all IT professional positions. I know that doesn't address the information security official directly, but I think we kicked around a lot of ideas of how to bring better pay to the IT series and we recognize that's a real need.

**Chairman Diflo:** Thank you.

**Steve Fisher:** Chair, I just have a question. Kind of a strategic question. I know as our department

modernizes old antiquated systems that reside on the mainframe, they will no longer be or reside on the mainframe so that utilization will come down over time, obviously. I don't know if there's any thought, from a strategic perspective, kind of where that mainframe is going to go in the future.

The second part of that question would be, staff to maintain the mainframe going forward. Obviously as folks retire, that expertise leaves and I guess my question is, is it difficult to find those types of resources to maintain the mainframe infrastructure?

**Shannon Rahming:** For the record, Shannon Rahming. I guess I'll start with the end of your question first as far as the mainframe and trying to retain and grow staff. Yes, there are no colleges out there that teach people how to do mainframe operations or that type of stuff. You pretty much hire a person that has the ability to learn and the curiousness to do that. You grow them in-house. I can tell you from a national perspective in working with all the other state CIOs in the National Association of State CIOs, we all feel that. Every state has a mainframe and we all feel the same pain that we are struggling getting people that have that skillset. That skillset is definitely going away because there are less and less applications on the mainframe.

Which leads me into the first part of your question, with less and less applications on the mainframe, what is our strategic plan? Our plan is that we will bring it down. Our mainframe actually has processors and we utilize only the processors that we need. During Timesheet Monday, we bump up processing because we need to. On Tuesday, when Timesheet Monday is no longer there, the processor usage goes down. That's important to know because that means that we are paying less money. We pay by the processor. We pay by the hours of processors. So, if we are utilizing less processors, we pay IBM less money for the lease for that. As we have less and less applications on the mainframe, we will spin those processors down. Therefore, we will pay IBM less. Therefore, we will need to collect less money because we're not utilizing—we don't have our expenses as high. Hopefully, if we get in a boat where we have extra people, then we can repurpose their skillset and put them on more server side because the applications which you have on the mainframe now, they're going to go to the server side so they're going to be needing to be taken care, patching servers and maintaining the servers. You would move those folks over to take care of that.

**Steve Fisher:** Thank you.

**Shannon Rahming:** Thank you.

**Patrick Cates:** If I could just add, I think it demonstrates the need to upgrade our Legacy Systems. We're getting to a point where you can't find the skillsets to support them. They have cyber security issues. All the more reason, we need to start picking off these big projects and upgrading a system such as the ERP.

**Sherri McGee:** For the record, Sherri McGee. I want to just recognize you, Shannon. A lot of this stuff in this presentation has been a long time coming. I know you've really done a lot of work over there and a lot more work coming down the pike. I just wanted to mention the whole strategic plan that's currently on the website, was developed in 2012. It says 'draft' on it. It's my hope that maybe, if you could squeeze the time in, because I do know you're very busy, maybe get that plan updated and maybe we can help you with that, maybe later on this year once you get past the budget cycle.

**Shannon Rahming:** For the record, Shannon Rahming. Thank you. Yes, we actually have a portion of that already completed and as we would be getting that up there, I would love the help from the ITAB Committee to make sure we have that how we want it. Thank you.

**Patrick Cates:** I would just point out, you do also have the actual budget reports before you. Weren't really going to go in to that detail but it's there for your reference. If you want to dig into it and have any questions, we'll definitely be happy to answer them.

**Chairman Diflo:** Are there any other questions? If not, thank you Director Cates. Thank you Shannon.

6. PUBLIC COMMENTS (*for discussion only*) – Chair, Paul Diflo.

**Chairman Diflo:** Are there any other questions? If not, thank you Director Cates. Thank you Shannon. That takes us to Agenda Item 6 which is Public Comments again. I'll ask one more time if there's any public comments from the North or the South?

**Speaker:** None here Mr. Chair.

7. ADJOURNMENT

**Chairman Diflo:** Seeing none, I will ask for a motion to adjourn.

**Sherri McGee:** Sherri McGee, I motion that we adjourn.

**Chairman Diflo:** And I will ask for a second.

**Steve Fisher:** Steve Fisher, for the record. I'll second that motion.

**Chairman Diflo:** All those in favor. [ayes around] Motion carried. Thank you everybody.

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