APPENDIX A

PANEL MEMBER PROFILES
George Bakolia  
State of North Carolina  
Office of the Governor  
Chief Information Officer  

George Bakolia is the state’s chief information officer, responsible for the state’s Office of Information Technology Services (ITS). Governor Mike Easley appointed him effective May 1, 2002.

As the state CIO, Mr. Bakolia helps set direction for IT and manages the tactical, operational provisions of infrastructure IT services for the state. He provides leadership for the state’s technology initiatives and manages strategic IT partnerships with state agencies, colleges, universities, public schools, local governments and other organizations. He also is responsible for IT security in state government and is a member of the Governor’s Terrorism Preparedness Task Force and the Microelectronics Center of North Carolina Board of Directors.

Mr. Bakolia heads ITS, which has 420 employees and an annual budget of $140 million. ITS operations include computing services, telecommunications services, enterprise solutions, the ITS security office and information resource management. Mr. Bakolia created a new office for customer and public relationship management after taking the helm at ITS.

On the policy front, Mr. Bakolia is an ex-officio member of the Information Resource Management Commission (IRMC). He supports the IRMC as it develops the state’s strategic IT vision and ensures ITS operations are consistent with this vision. He also serves as chair of the 911 Enhanced Wireless Board and is a member of the Rural Internet Access Authority Commission.

Mr. Bakolia has more than 24 years of experience in information systems in both the public and private sectors. Prior to his appointment as State CIO, he was the CIO at the North Carolina Department of Justice, where he was responsible for more than 80 IT professionals.
Before joining state government, Mr. Bakolia spent more than a decade in the private sector. He worked for Unisys Corporation, supporting United Airlines as well as the state of North Carolina clients, from 1985 until 1990. He held various positions at Sperry Corporation from 1979 to 1985.

He received his Bachelor of Arts in Computer Science at CUNY Queens College, New York. Mr. Bakolia and his wife have two children. He is an avid soccer player and fan.

- **Organizations’s main products or services**
  State government, Information Technology infrastructure services

- **Approximate number of employees**
  69,038

- **Approximate number of employees in IT services**
  420

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**Thomas C. Foss**

**City of Hickory (former)**

**CIO & Director of Information Services (former)**

Tom Foss helps local governments identify, plan for, and implement technology and business solutions to enable better citizen service. Mr. Foss is the technical assistance manager for the UNC Institute of Government’s Center for Public Technology, where he leads the Center’s efforts to provide training and consulting services to support North Carolina’s cities and counties in their development and implementation of Information Technology.

From 1999 to 2001, Mr. Foss was an e-government strategist in Cisco System’s Internet Business Solutions Group, aiding government customers in their efforts to be successful in the Internet economy. In that role, he worked with elected and appointed officials to assess organizational readiness and develop strategies for implementing network-enabled efforts in the areas of workforce optimization, customer care, supply chain management, and e-learning.
Previously, Mr. Foss was CIO and director of IS for the City of Hickory, NC, where he had responsibility for all computer technology, telecommunications, radio systems, cellular/PCS tower locations and the oversight of the City’s cable TV franchise. He was the architect of Hickory’s efforts to become a “connected community”, working with the private sector, educational institutions, and other governmental organizations to define the products and services to be delivered to citizens using Information Technology.

Mr. Foss has more than 25 years of experience as a consultant, helping business and government organizations nationwide to more effectively plan for, and use, technology to deliver improved customer service. In that role, he has worked with nearly 100 public and private sector organizations to develop strategic Information Technology plans.

Mr. Foss has been active in efforts to promote the effective use of technology in government. In November 1998, he was part of a delegation from the state of North Carolina that made presentations on that state’s experience in electronic governance to the Digital Communities Conference in Tokyo, Japan. He has also made presentations to the Egov Conference in Washington, DC, and spoken at several colleges and universities, including Harvard University’s Kennedy School of Government.

Mr. Foss earned his bachelor’s in Political Science from the University of Maryland, and his Master of Public Administration from the American University in Washington, DC. From 1979 to 1989, he was at Florida State University, where he directed a group that provided training and consulting to public sector clients in the area of strategic technology planning. Mr. Foss has also taught in the graduate and undergraduate public administration programs at FSU, Syracuse University, and Utica College. Please visit www.cpt.unc.edu in order to learn more about Mr. Foss’ work with the University of North Carolina School of Government’s Center for Public Technology.

- Organizations’s main products or services
  - Local government

- Approximate number of employees
  - 660

- Approximate number of employees in IT services
  - 5
John Gillispie was appointed executive director of the Iowa Telecommunications and Technology Commission (ITTC)/ICN on December 5, 2002, by the Commission. Mr. Gillispie began working for the state on December 10, 2002.

Mr. Gillispie worked for Williams Communications Group - WilTel, Tulsa, Oklahoma, an organization that delivers voice, data, video and IP services for some of the world’s largest telecommunications carriers, Internet service providers, and global media and entertainment companies via one of the largest lit networks in the nation. From 2000 to 2002, he was executive directive of infrastructure/data centers where he was responsible for profit and loss responsibility of $122 MM in revenue for business services offered at 116 Network Centers, 442, transmission sites on 18,000 long haul and local route miles of fiber optic network. His other titles include vice president of network operations (1999-2000), vice president of conferencing operations (1997-1999), director of communications projects (1995-1997) among other leadership and staff positions.

Mr. Gillispie earned a Master’s of Business Administration from Oklahoma State University, a Bachelor of Science in Business Data Processing from Southwest Missouri State University, and an Associates in Arts, Business Data Procession and Accounting from Triton College.

His career achievements include participation in the initial strategy development and assistance with implementation of the company’s re-entry into the telecommunications market. Mr. Gillispie improved service delivery and operations at a video and conference calling subsidiary generating 41% gross operating margins. He improved customer satisfaction by improving service delivery times more than 50% through process improvement. He also streamlined operations and procedures in the Network Control and Call Center resulting in 27% reduction in operation expenses.
• *Organizations’s main products or services*
  State government

• *Approximate number of employees*
  20,000

• *Approximate number of employees in IT services*
  140

**William E. Hill**  
*City of Dayton, Ohio*  
*Chief Information Officer*

Since 1980, Mr. Hill has been working for the City of Dayton, Ohio. Currently, he is the director of Information and Technology. In that role, he is responsible for the operation and maintenance of all communication resources including microwave, telephone (wireless, wire-line and Centrex ISDN), and voice & data radio for all public safety and public services. He is also responsible for the more than 2,100 desktops located in the 123 city-owned/occupied buildings that house the employees of the city of Dayton. Directing and participating in the analysis, acquisition, installation, and modification as well as configuration and support of hardware, operating systems, databases, applications, networks, and utilities also falls within the realm of Mr. Hill’s responsibilities.

From 1995-1997, Mr. Hill was the CAD manager for the City of Dayton. From 1993-1995, he was manager of OOCIC (loaned executive) for the State of Ohio Office of the Attorney General. From 1991-1993, Mr. Hill was the supervisor for the City of Dayton, Ohio.

*M. Hill is on the MIS advisory board for the University of Dayton and is a member of the Metropolitan Information Exchange (MIX). Some of Mr. Hill’s other associations and accomplishments include: Motorola, Mobile Data Users Group; ADSI, Open Systems Users Group; Public Technologies Incorporated, Urban Consortium Technology Improvement Task Force; University*
of Virginia, Weldon Center for Leadership Excellence; Greensboro, NC, Leadership Development Institute; adjunct instructor, Sinclair Community College; instructor, Ohio Peace Officer’s Training Council; and named Technology Trailblazer of the Year 2002 by the Greater Dayton IT Alliance. Mr. Hill earned an MBA (1998) and BS (1995) from Southwest University.

- **Organizations’s main products or services**
  Local government

- **Approximate number of employees**
  2,700

- **Approximate number of employees in IT services**
  39

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**Terry Howell**  
National Waterworks, Inc.  
Chief Information Officer

Mr. Howell received a Bachelor of Science from the U.S. Naval Academy in 1985. After serving six years as a decorated commissioned officer in the U.S. Navy, Mr. Howell joined Davis Water & Waste Industries in their management training program (1991). When Davis Water & Waste was sold in 1996 to U.S. Filter Corporation, Mr. Howell had risen to marketing manager of its distribution division. In U.S. Filter, Mr. Howell served on the senior management team of U.S. Filter Distribution Group as vice-president of Marketing and was responsible for the integration of all acquisitions. Over the course of the next three years, U.S. Filter Distribution Group made 15 more acquisitions and grew from an annual sales volume of just over $100 million to more than $1 billion. In 1999, U.S. Filter was purchased by Vivendi Environment and the distribution group was subsequently spun off in November 2002 to form National Waterworks, Inc. National Waterworks is owned by JP Morgan Partners and Thomas H Lee Partners. Mr. Howell serves as chief information officer for the company with continued responsibility for Information Technology, staff operations and training, and group marketing.

- **Organizations’s main products or services**
  Distribution of pipe, valves, fittings, and other materials for Water &
Sewer systems

- **Approximate number of employees**
  1,450

- **Approximate number of employees in IT services**
  32

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**Larry Johnson**

**Division of the CIO**

**State of South Carolina**

**Interim Chief Information Officer**

On August 14, 2003, The South Carolina Budget and Control Board Executive Director, Frank Fusco, named Larry Johnson as interim chief information officer for the State of South Carolina. In this role, Mr. Johnson is responsible for the strategy and directions of Information Technology across the state as well as enterprise services provided to state agencies, including the state data center and telecommunications network.

Mr. Johnson joined the board in August 2002 as the chief technology officer for the Division of the State CIO. In that role, Mr. Johnson was responsible for providing leadership and guidance in developing the strategic IT direction and policy for the State CIO Division and, by extension, the state as an enterprise. Johnson has facilitated the development of an IT Architecture Strategy for the state and has coordinated the development of an IT Architecture Oversight Committee representing agencies across the state. This committee is responsible for establishing IT standards for South Carolina state government.

Mr. Johnson has more than 25 years of experience in architecture, development and operations involving large-scale mainframe, sophisticated client-server, and browser-based solutions. Prior to joining the office, he was an independent IT executive consultant focusing in areas of architecture, strategy, project management, best practices, customer support, and organization improvement.
Mr. Johnson holds a Bachelor of Science degree from Brigham Young University, where he graduated Magna Cum Laude. After spending six years in Washington, DC with Electronic Data Systems (EDS) Corporation as a technical instructor, manager, and systems engineer, he joined Policy Management Systems Corporation (PMSC) in 1984. He spent 17 years at PMSC; the last seven as vice president of Architecture and Infrastructure for PMSC’s Property and Casualty Insurance products.

- Organizations’s main products or services
  State government

- Approximate number of employees
  45,000

- Approximate number of employees in IT services
  290

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Carlisle R. King  
VRC Corporation  
Chief Executive Officer

Carlisle R. King is the chief executive officer of VRC Corporation. VRC Corporation offers clients professional services in test and evaluation, training systems development, operations research, and human factors engineering. VRC’s efficient size and network of subcontractors, who are focused in specific technical areas, bring a conflict-of-interest-free, high quality test and evaluation support team. VRC has performed prime contracts for Department of Defense, NASA, Department of Transportation, and commercial firms in the United States and Europe since 1977.

Mr. King earned a Master's of Science in Systems Management from the University of Southern California; Master’s of Science in Business Administration from Boston University; and a Bachelor of Science in Education from North Carolina State University.

- **Organizations’s main products or services**
  Professional services support (studies, plans, reports, evaluations) for U.S. Army client

- **Approximate number of employees**
  15

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**Liza M. Lowery**  
City of Los Angeles  
Chief Information Officer

Recognizing her success in improving local government’s management and use of Information Technology to enhance government services, Ms. Lowery was recently appointed chief information officer of the City of Los Angeles. Ms. Lowery is focusing on both improving the IT Agency’s delivery of services and establishing a city-wide approach to the governance and use of valuable IT resources. Ms. Lowery joined the city at a very exciting time, with numerous mission critical projects pending including various e-government initiatives, implementation of 3-1-1, replacement of the city’s tax and payroll systems, and numerous cable television franchise activities.

Most recently, Ms. Lowery served as San Francisco’s CIO and executive director of the Department of Telecommunications & Information Services (DTIS). Under her direction, DTIS took a leadership role in the city’s efforts related to improving government services through electronic government initiatives. As a result, San Francisco was listed in Civic.com’s Civic 50 Winners for using “technology — and the Internet in particular — to improve the way government does business.”

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Ms. Lowery recently co-authored a lessons learned guidebook, “Smart Permitting — A Blueprint for Success.” Ms. Lowery has a BS in Computer Science and Accounting, and a Master’s in Public Administration.

- **Organizations’s main products or services**
  Local government

- **Approximate number of employees**
  38,000

- **Approximate number of employees in IT services**
  700 within the IT Department and 400 within functional departments

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**David J. Molchany**

**Fairfax County Government, Virginia**

**CIO/Deputy County Executive**

As chief information officer (CIO) for the Fairfax County Government, Mr. Molchany is responsible for the management of all aspects of information and technology needed to support the county government and its constituents. He directs the efforts of nearly 1,200 employees in the Department of Information Technology (DIT), the Fairfax County Public Library and the Department of Cable Communications and Consumer Protection. He is responsible for Information Technology planning, budgets and standards county-wide and also responsible for administrative management of the county’s HIPAA compliance coordinator.

Mr. Molchany reports as a deputy county executive directly to the county executive and advises the board of supervisors and senior county management on IT matters. Mr. Molchany develops the strategic Information Technology plan for the county and serves as the chair of the county’s Strategic Information Technology Committee. Mr. Molchany works with the Information Technology Policy Advisory Committee (ITPAC), which is appointed by the board of supervisors, to review and advise the board regarding the county’s IT direction. Mr. Molchany oversees computer systems development and maintenance, data processing center operations, customer service, consumer affairs, business licensing, the public library, document services and data, and
voice and video telecommunications functions. He also works closely with the county’s Office of Public Affairs.

Mr. Molchany is responsible for the strategic direction of the county’s award winning e-government program, which includes the county’s Internet website, multimedia kiosks, integrated voice response (IVR) systems and public cable TV channel. The Bertelsmann Foundation of Germany recognized the county’s e-government program in 2002 as one of the four top pace setters of the 12 top programs in the world.

Mr. Molchany was recognized in November 2003 as one of Governing Magazine’s “Public Officials of the Year.” He was named one of Federal Computer Week Magazine’s “Federal 100” in February of 2003 and Computerworld Magazine’s “100 Information Technology Leaders” in January of 2002. He was recognized on Government Technology Magazine’s 2002 list of “25 Doers, Dreamers and Drivers of Information Technology” in U.S. government. He also was the recipient of Public Technology Incorporated’s 2002 Technology Leadership Award for Large Jurisdictions.

Mr. Molchany was appointed by the Governor of Virginia in 1998 to represent Northern Virginia’s local governments on Virginia’s Council On Technology Services (COTS). He is the chairman of the COTS Executive Committee and co-chairman of the COTS Enterprise Architecture workgroup. In 2000, Mr. Molchany was appointed to serve on Virginia’s E-Communities Task Force and Digital Opportunities Task Force. In 2001, he was appointed to serve on the Virginia General Assembly’s Advisory Committee on Electronic Government for its Joint Commission on Technology and Science (JCOTS). Mr. Molchany is also a member of the Virginia Association of Local Government Information Technology Executives (VALGITE), the Metropolitan Information Exchange (MIX), the National Association of State Chief Information Officers (NASCIO), the Intergovernmental Advisory Board (IAB), the Public Technology, Inc. (PTI) Telecommunication and Information Task Force, the Washington Metropolitan Council of Government’s CIO subcommittee, the Juniata College Information Technology Board, the International City/County Management Association (ICMA), and he is the National Association of Counties’ (NACO) representative to the Federal CIO Council.

At Fairfax County, Mr. Molchany has also served as the chief technology architect/assistant director of DIT and the director of the Business Systems Division. He was previously employed as the director of Engineering Program Management for Sallie Mae’s Cybermark smart card subsidiary, senior manager of Marketing Systems also for Sallie Mae, development manager for
credit management systems at AMS (American Management Systems) and as a system engineer at EDS (Electronic Data Systems).

Mr. Molchany is a 1983 graduate of Juniata College in Huntingdon, Pennsylvania. He has a BS in Marketing and Computer Science.

- **Organizations’s main products or services**
  Local government

- **Approximate number of employees**
  33,000 (11,000 county government/22,000 county schools)

- **Approximate number of employees in IT services**
  300

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Sylvia Shiroyama
City of Seattle
Acting Chief Technology Officer
Director, Department of Information Technology

Sylvia Shiroyama has worked in the field of Information Technology for 30 years with the first half in a wide variety of technical positions and the second in increasingly responsible management positions. Ms. Shiroyama has been with the City of Seattle since April 2001. She has served as the acting chief technology officer and director of the Department of Information Technology since July 2002. Prior to this she served as the deputy chief technology officer. With a department of 175 employees and a $33.3 million budget, she has been responsible for providing technology leadership for city. This leadership has covered technology city-wide governance, strategic planning, architecture, IT project oversight, IT security, community outreach and technology literacy, the city TV channel, cable regulation, the city website and infrastructure management.
Previously, Ms. Shiroyama held the titles of director of applications, director of technology architecture, manager of product support services, applications manager, and project manager in the software, health insurance, retail, and telecommunications industries.

Ms. Shiroyama has a record of leading organizations through market-driven change and improving performance through use of industry best practices. Her areas of expertise include strategic planning, project management, applications development, technology architecture, information management and security.

- **Organizations’s main products or services**
  Local government

- **Approximate number of employees**
  11,000

- **Approximate number of employees in IT services**
  175

William “Bill” Stice
Town of Cary, North Carolina
Technology Services Director

Bill Stice has been the Technology Services Director for the Town of Cary, North Carolina for over fourteen years. He has a bachelor of science degree from Western Michigan University and has done graduate studies in Biology at Western Michigan University and in Public Administration at North Carolina State University. He is a 1991 graduate of the Municipal Administration Program from the Institute of Government at the University of North Carolina at Chapel Hill. Before coming to the Town of Cary Bill work in the private sector technology field in the financial industry and in
George Tillmann  
Booz Allen Hamilton  
Vice President & CIO

Mr. Tillmann, Vice President with Booz Allen Hamilton, is also the firm’s chief information officer heading the division that provides IT services to the firm’s 100 offices in 40 countries on six continents.

He joined Booz Allen in 1983 as a consultant and was elected a partner in its Information Technology Group in 1995. His systems experience spans the financial services, information, and publishing industries. He has led the design and management of some of the largest databases in the world, and has developed mainframe and client/server and Web-based systems. Sample assignments included: IT Strategy — (1) Creating a systems strategy and technical architecture for a 24-hour global trading business for a Japanese brokerage firm; (2) Designing a wholesale banking information center product for a major IT services vendor. The product is marketed internationally by the vendor and is being used by banks on two continents; (3) Helping a large money center bank develop the business case, define the technical requirements, and create an Internet-based electronic bill presentment and payment business; Organization and IT Management — (1) Consolidating the back
offices of a 750-branch bank (with 750 separate back offices) in two countries into four regional processing centers; (2) Reorganizing a 7,500-person IT department for a government agency moving from a functional orientation to a shared service; (3) Creating an infrastructure shared service organization for a multinational consumer products company serving more than 40 separate business units; Project and Turnaround Management — (1) Managing eight teams implementing six DSS/OLAP applications including the development of a shared data warehouse; (2) Managing a staff of more than 100 developing a membership application for a health insurer. The 12-year “runaway” project was completed in 11 months.

Mr. Tillmann is the author of a book and more than a dozen articles on IT. He also served for four years on the American National Standards Institute (ANSI) committee on DBMS standards. He received his BS degree from Villanova University, an MA from Rutgers University, and an MBA from Farleigh-Dickinson University.

- Organizations’s main products or services
  Management consulting

- Approximate number of employees
  14,000

- Approximate number of employees in IT services
  200

Carolyn G. Walton
State of Arkansas
Executive Chief Information Officer

Carolyn Walton is executive chief information officer (ECIO) for the State of Arkansas. In this role she works with the governor, the legislature, and the judiciary to develop strategies for the effective use of Information Technology in state government.

Prior to accepting the ECIO appointment, Ms. Walton founded GoBeyond, a consulting firm that works with businesses to take them beyond their boundaries through electronic commerce initiatives. Specific engagements focus on
strategic planning, market development, and product innovation. Clients include Fortune 500 companies, technology startups, and venture capital firms. She is an IT executive with corporate, entrepreneurial, and intrapreneurial experience in creating business value through the use of technology. She is a nationally recognized thought leader in the Information Technology industry. InformationWeek identified her as one of 15 national “innovators and influencers” to watch.

Prior to founding GoBeyond, Ms. Walton was CIO and senior vice president at Progress Energy, one of the top generators of electricity in the U.S. with more than $7 billion in annual revenue. For five years she was the top executive responsible for IT and telecommunications leadership as well as providing technology direction for the company’s telecommunications and energy services subsidiaries and other technology investments.

Ms. Walton is an honors graduate from Vanderbilt University. She has completed executive education programs at Wharton and the Edison Electric Institute.

Ms. Walton’s civic and professional involvement focuses on education, technology, and the arts. She is on the executive board for the National Association for State CIOs, the federal executive board for Geospatial One Stop, the board of directors for the Information Network of Arkansas, the board of advisors for Meredith College, the board of advisors for the Sam M. Walton College of Business at the University of Arkansas, the United Arts Council Executive Board, and is an Honorary Commander - U.S. Air Force (Little Rock).

- **Organizations’s main products or services**
  - State government

- **Approximate number of employees**
  - 45,000

- **Approximate number of employees in IT services**
  - 300