

INFORMATION TECHNOLOGY ORGANIZATIONAL AND INFORMATION TECHNOLOGY MANAGEMENT STUDIES - BACKGROUND MEMORANDUM

Section 13 of House Bill No. 1505, a copy of which is attached as an appendix, directs the Legislative Council to conduct an information technology organizational study and an information technology management study.

The information technology organizational study is to include a review and identification of:

1. The cost and benefits of a centralized and decentralized information technology structure.
2. The cost of providing electronic mail administration, file and print server administration, seat management and desktop personal computer support, mainframe and distributed computing hosting services, consolidated storage management and disaster recovery, and software development.
3. The roles and responsibilities of agency personnel providing information technology services under a centralized and decentralized information technology structure.
4. The employee positions and competencies needed by the Information Technology Department to provide the information technology services on a centralized basis, including the organizational changes required within the department to provide the centralized services.
5. The human resource management issues, including change management, training, and employee compensation, to be addressed for a successful centralization.
6. The adequacy and quality of the services as currently provided and proper performance measures.
7. The comparison of current costs to industry and other states data.
8. Information technology services appropriate to be performed by individual agencies.
9. A plan to either centralize or decentralize the services identified, including the reorganization tasks, personnel transfers, and the changes required for information technology budgeting and cost allocation processes.

The information technology management study is to include a review of:

1. The technology management processes of other states and private industry with respect to prioritizing state agency information technology budget requests, establishing information technology standards and policies, and overseeing information technology expenditures.
2. The role of other states in providing information technology services to non-state government entities.
3. The level of information technology outsourcing in other state governments and the private

sector and the applicability to the state of North Dakota.

4. The trends that will impact technology deployment and spending in the next 5 to 10 years.
5. The level of coordination in the management of enterprise initiatives, such as the statewide wide area network, the enterprise resource planning system initiative, the geographic information system initiative, and the criminal justice information-sharing initiative, compared to other states, including a recommendation regarding the appropriate governance structure to provide the maximum benefits to the state.
6. The potential changes to the organizational structure of the Information Technology Department and other state government entities as related to information technology.

Section 13 of House Bill No. 1505 provides for a general fund appropriation of \$350,000 for the purpose of contracting with consultants to conduct the studies and to provide assistance with the preparation of the request for proposals and consultant oversight. The studies are to be completed by October 1, 2003; however, the Information Technology Committee may extend the October 1 deadline as it deems appropriate. Periodic reports on the status of the studies must be provided to the Information Technology Committee, and a final report must be presented to the Budget Section upon completion of the studies.

PRIOR INFORMATION TECHNOLOGY LEGISLATIVE COUNCIL STUDIES 1967-68 - Arthur Andersen Study

The 1967 Legislative Assembly passed Senate Bill No. 89, which directed a review of the state's data processing efforts. The study was assigned to the Subcommittee on Data Processing of the Legislative Research Committee, the predecessor to the Legislative Council.

At the time of the study, the data processing applications in state government were performed on three computers plus three relatively complete unit record installations. In addition, 14 state departments maintained their own keypunch and verification equipment.

The committee selected Arthur Andersen and Company, a national accounting firm, to prepare a plan for an integrated data processing system for the state. The major recommendation of the consultant was the establishment of a central office of data processing in lieu of small computer installations throughout state government. Based on the recommendations of the interim committee, the 1969 Legislative Assembly passed Senate Bill No. 33, which created the Central Data Processing Division within the Office of Management and Budget. The bill provided that the division was

to establish an electronic data processing center to be used by all state agencies except the institutions of higher education, Job Service North Dakota, and the office of the Adjutant General.

1969-70 - Peat, Marwick, Mitchell and Company - Dr. Weeg Study

Based on the recommendations of the 1967-68 Subcommittee on Data Processing, the 1969 Legislative Assembly passed Senate Bill No. 34, which directed the Legislative Council to review the state's data processing efforts in the institutions under the State Board of Higher Education. The study was assigned to the interim 1969-70 Data Processing Committee. The committee selected the national accounting firm of Peat, Marwick, Mitchell and Company and Dr. Gerard P. Weeg, Director of the Iowa Regional Computer Center, as consultants for the study. The committee recommended establishing an office of higher education computer services to provide data processing service to the institutions and colleges of the state.

Subsequent to that study, a Higher Education Computer Network was funded at Valley City State College, Dickinson State College, and the University of North Dakota. The Higher Education Computer Network was later extended to all institutions of higher education under the State Board of Higher Education.

1979-80 - Booz-Allen and Hamilton Study

The 1979 Legislative Assembly passed House Concurrent Resolution No. 3043, directing a study of the effectiveness of state central data processing services and the laws providing for those services. The committee selected Booz-Allen and Hamilton, Inc., to conduct the data processing review. The report of the consultants indicated that state government data processing was migrating from a highly centralized to a more distributed data processing environment. The committee recommended, and legislation was enacted by the 1981 Legislative Assembly, to define the responsibilities of the Central Data Processing Division and state agencies for the use of data processing resources, to provide that the director of the division was to supervise all executive branch agency data processing activities, and the director of the Central Data Processing Division was to approve data processing equipment acquisitions.

1985-86 - Booz-Allen and Hamilton Study

The 1985 Legislative Assembly passed a resolution directing a study of the office of Central Data Processing and other state computer systems to determine the feasibility of maximizing usage and accessibility of state-owned computers for all state agencies and institutions. The consultant for the study was Booz-Allen and Hamilton, Inc., who was requested to update that firm's 1980 data processing study. The study focused on ways to maximize the economical and efficient use and accessibility of state-owned computers for all state agencies and institutions. The consultant found that one-half of the state agencies used the services of Central Data Processing and three-fourths of the agencies had their

own personal computers or word processors. In addition, over 300 different software packages had been procured by state agencies from 40 vendors and over 250 personal computers had been provided to those agencies by 13 vendors. The consultant made the following recommendations:

1. A more realistic threshold for central purchasing of software should be established.
2. Technical assistance provided by Central Data Processing on personal computers should be increased.
3. Statewide planning for computers and communication should be consolidated.
4. The State Auditor's office should be encouraged to accelerate plans to audit the use of personal computers by state agencies.
5. A disaster recovery plan should be prepared.
6. The Legislative Council should continue to use consultant services whenever major data processing procurements or changes are planned.

No legislation resulted from the study.

1995-96 - Wolfe & Associates Study

The 1995 Legislative Assembly passed a resolution calling for a study of the Information Services Division (the successor to the Central Data Processing Division), the use and proliferation of personal computers throughout state government, and the feasibility and desirability of contracting for data processing services. The Legislative Council delegated the study to the interim Budget Committee on Agriculture and Information Services who selected Wolfe & Associates, Inc. (later known as Inteliant), to assist in its study. The consultant surveyed and interviewed state agencies regarding information technology activities and determined that agencies were generally satisfied with the services provided by the Information Services Division, agencies wanted the division to provide additional services, and agencies were increasing their use of external information technology providers.

The committee received information from the Information Services Division and the consultant on new and emerging computer technologies and current trends in information technology and on the development of information technology strategic plans for three pilot agencies. The strategic plans were intended to identify ongoing current information technology projects and proposed information technology projects, including estimated costs.

As a result of this study, the committee recommended House Bill No. 1034, which included the following recommendations:

- That agencies prepare information technology plans;
- That the Information Services Division establish statewide information technology policies, standards, and guidelines;
- That the division and the State Board of Higher Education meet to coordinate their information technology systems and services;

- That the State Auditor provide information systems audits of information technology systems; and
- That the division perform information technology management reviews of state agencies except higher education institutions.

Before final passage, House Bill No. 1034 was amended to involve the Legislative Council in the information technology planning and audit process and to remove the State Auditor from the information systems audit process.

1997-98 - Inteliant Study

During the 1997-98 interim the Legislative Council established an interim Information Technology Committee and delegated to the committee the Council's authority to study emerging technology and evaluate its impact on the state's system of information technology (that authority was repealed by the 1999 Legislative Assembly). The committee was also delegated the Council's responsibility to receive reports regarding coordination of technology systems.

The committee reviewed the status of the statewide network, which was established in 1982. Because the committee determined that the existing network resources needed to be analyzed before determining whether any change in the network should be made, the committee contracted with Inteliant for an inventory of all existing networks used for voice, data, and video communications.

After receiving the report, the committee contracted with Inteliant to conduct a detailed research of five other states and develop a set of recommendations for North Dakota for implementing changes to its network. The plan presented the following recommendations:

- Establish a statewide communications infrastructure agency for all telecommunications planning, selection, implementation, and management for all state agencies, higher education, and public schools.
- Establish the director of the agency as the Chief Information Officer for the state as a cabinet-level position reporting directly to the Governor.
- Establish a state communications infrastructure board that includes representatives from the three branches of government, private enterprise, and local government with the overall responsibility to approve standards and policies related to network technologies in the state.
- Mandate that the agency develop a business plan defining rate plans, missions, goals, policies, transition plans, business objectives, measurements, and general procedures.
- Establish a group within the agency for improving personnel productivity and workflow processes for customers.
- Establish a technology development fund to establish the statewide network and to evaluate emerging technologies and implement common, shared components for users of the network.
- Require each entity that uses the statewide network or is a user of agency services to file a strategic information technology plan.
- Establish a project quality assurance process to provide an independent assessment of the status of major projects.
- Create a division within the agency to plan and administer access to state information primarily through the Internet.

The committee recommended 1999 Senate Bill No. 2043, which, as introduced, provided for the establishment of an Information Technology Department to replace the Information Services Division and be responsible for all telecommunications planning, selection, and implementation for all state agencies and institutions, counties, cities, and public elementary and secondary schools. The bill provided that the department would be administered by a chief information officer appointed by the Governor. In addition, the bill, as introduced, called for the creation of an Information Technology Board consisting of four legislators appointed by the Legislative Council, seven members appointed by the Governor, the Chief Information Officer, the commissioner of higher education, and the Supreme Court administrator. The board would have been responsible for approving the business plan of the department, reviewing and approving statewide information technology standards and the statewide information technology plan, assessing major projects to ensure quality assurance, and reporting to the Governor and the Legislative Council on matters concerning information technology. The bill substantially implemented the recommendations contained in the *Strategic Telecommunications Plan* prepared by Inteliant.

The committee also recommended Senate Bill No. 2044, which, as introduced, proposed creating a Legislative Council Information Technology Committee. The bill provided that the committee's duties would include establishing statewide goals and policy regarding information systems and technology, conducting studies of information technology efficiency and security, reviewing activities of the (newly created) Information Technology Department, and making recommendations regarding established or proposed information technology programs and information technology acquisitions.

The 1999 Legislative Assembly adopted Senate Bill No. 2044, which established the Information Technology Committee and set forth its responsibilities as provided for in North Dakota Century Code (NDCC) Sections 54-35-15.1, 54-35-15.2, and 54-35-15.3.

The 1999 Legislative Assembly also adopted Senate Bill No. 2043 (codified as NDCC Chapter 54-59), which established an Information Technology Department to replace the Information Services Division. Section 54-59-02 provides that the Information Technology Department is responsible for all wide area network services planning, selection, and implementation for all state agencies, including institutions under the control of the State Board of Higher Education, counties, cities, and school districts. The Information Technology Department is also responsible for computer support

services, host software development, statewide communications services, standards for providing information to other state agencies and the public through the Internet, technology planning, process redesign, and quality assurance.

2003 LEGISLATIVE ASSEMBLY - RELATED LEGISLATION

House Bill No. 1019 - Wide Area

Network Services - Technology Parks

Section 24 creates a new subsection to NDCC Section 54-59-05 to allow the Information Technology Department to provide wide area network services for a period not to exceed four years to an occupant of a technology park associated with an institution of higher education or to a business located in a business incubator associated with an institution of higher education.

House Bill No. 1043 - Limit on Information Technology Department Financing

Section 3 amends NDCC Section 54-59-05(4) to allow the Information Technology Department to purchase, finance the purchase, or lease equipment, software, or implementation services only to the extent the purchase amount does not exceed 7.5 percent of the appropriation for the department for that biennium.

House Bill No. 1043 - Information Technology Security Issues

Section 4 creates a new subsection to NDCC Section 54-59-05 to require the Information Technology Department to assure proper measures for security, firewalls, and Internet protocol addressing at the state's interface with other facilities.

House Bill No. 1043 - Information Technology Advisory Committee Membership and Duties

Section 5 amends NDCC Section 54-59-07 to change the state Information Technology Advisory Committee membership and to require the committee to advise the Information Technology Department on statewide information technology planning and budgeting, services of the Information Technology Department, and statewide information technology initiatives and policy.

House Bill No. 1043 - Information Technology Plan Due Date

Section 6 amends NDCC Section 54-59-11 to change the due date for state agency information technology plans from March 15 of each even-numbered year to July 15 of each even-numbered year.

House Bill No. 1252 - Information Technology Department Employee Background Checks

The bill creates a new section to NDCC Chapter 54-59 that provides employees of the Information Technology Department who have unescorted physical access to the facilities or other security sensitive areas of the department be fingerprinted and that the

fingerprints be submitted to the Bureau of Criminal Investigation and the Federal Bureau of Investigation for verification of the individual's identity and to obtain records of criminal arrests and convictions.

House Bill No. 1505 - Information Technology Equipment and Software Purchasing

Section 7 requires the Information Technology Department to establish information technology equipment and software product specifications and provide the product specifications to the Office of Management and Budget to be used for procuring equipment and software. The Office of Management and Budget, after receiving advice from the Information Technology Department, is to establish policies and guidelines for the purpose of information technology equipment and software, and all executive branch state agencies, departments, and institutions, excluding institutions under control of the State Board of Higher Education, shall comply with the policies and guidelines unless exempted by the Office of Management and Budget. The Office of Management and Budget, in conjunction with the Information Technology Department, is to aggregate information technology equipment and software purchases and administer contracts to achieve the most cost-effective results for the state. The Information Technology Department is to periodically report to the Information Technology Committee regarding budgeted and actual information technology equipment and software purchases and estimated savings by funding source.

House Bill No. 1505 - Transfer of Information Technology Positions - Functional Consolidation

Section 10 provides that on November 1, 2003, the following number of authorized full-time equivalent (FTE) employee positions relating to information technology services, including electronic mail, file and print server administration, data base administration, storage, application server, and hosting services, must be reduced and transferred to the Information Technology Department:

State Agency	Number of FTE Positions to Be Transferred
Office of Management and Budget	1
Tax Department	1
Department of Public Instruction	1
State Department of Health	1
Department of Human Services	5
Job Service North Dakota	3
Industrial Commission	1
Bank of North Dakota	1
Housing Finance Agency	1
Workers Compensation Bureau	2
Highway Patrol	1
Department of Corrections and Rehabilitation	2
Game and Fish Department	1

State Water Commission	1
Department of Transportation	2
Total	24

Each affected agency is to establish an information technology services account consisting of funding related to the salaries and wages for the identified employee positions and related funding for equipment, training, office rent, travel, contracted services, or other related costs. Each agency is to use the funding contained in the information technology services account to purchase information technology services from the Information Technology Department. Each agency is entitled to receive from the Information Technology Department the equivalent in services that would have been performed by employees in the transferred positions at a cost not exceeding the amounts transferred to the agency's information technology services account.

The Information Technology Department is to determine the number of FTE positions necessary to provide the related information technology functions to the state agencies. The department is authorized to employ the number of necessary employees and require all persons interested in filling the employee positions to apply with the department.

House Bill No. 1505 - Information Technology Efficiencies - General Fund Savings

Section 11 requires the Office of Management and Budget and the Information Technology Department to achieve efficiencies during the 2003-05 biennium relating to the required consolidation of information technology functions, including electronic mail, file and print server administration, data base administration, storage, application server, hosting services, and related equipment. The Office of Management and Budget is to transfer the savings accumulated as a result of these efficiencies in the amount of \$1.4 million to the state's general fund by June 30, 2005.

House Bill No. 1505 - Information Technology Efficiencies - Status Reports

Section 12 provides that the Information Technology Department shall document information relating to the delivery of the consolidated services to agencies, including service dependability, agency complaints, and Information Technology Department responsiveness, and shall report that information and the status of the accumulated savings to the Information Technology Committee and the Budget Section as requested. Any agency receiving consolidated services may provide information to the Information Technology Committee with respect to service availability, service dependability, complaints of the agency or of persons receiving services from the agency or the department, department responsiveness, and any additional costs incurred by the agency as a result of the consolidated services.

House Bill No. 1505 - State Auditor - Information Technology Responsibilities

Section 14 creates a new section to NDCC Chapter 54-10 to require the State Auditor to:

1. Conduct information technology compliance reviews, as determined necessary by the Information Technology Committee.
2. Consult with the Information Technology Department on audits of compliance with information technology plans and compliance with information technology standards and policies.
3. Participate in the Information Technology Department's enterprise architecture process for developing information technology standards and policies.
4. Monitor major information technology projects for compliance with project management and information technology standards and policies.
5. Present results of information technology compliance reviews to the Information Technology Committee and the Information Technology Department's enterprise architecture committee.

House Bill No. 1505 - Information Technology Committee - Information Technology Reviews

Section 15 creates a new section to NDCC Chapter 54-35 allowing the Information Technology Committee to request the State Auditor to conduct an information technology compliance review. The review may consist of an audit of an agency's information technology management, information technology planning, compliance with information technology plans, and compliance with information technology standards and policies or an audit of statewide compliance with specific information technology standards and policies.

House Bill No. 1505 - Information Technology Advisory Committee - Functional Consolidation

Section 16 creates two new sections to NDCC Chapter 54-59 relating to the Information Technology Department. The first section requires the department to appoint an advisory committee consisting of representatives of state agencies for the purpose of prioritizing major computer software projects and establishing policies, standards, and guidelines for executive branch state agencies, departments, and institutions, excluding institutions under control of the State Board of Higher Education and agencies of the judicial and legislative branches, with respect to the purchase of computer software and computer systems. The other new section requires each state agency and institution, excluding the legislative and judicial branches, the institutions under the control of the State Board of Higher Education, the Public Employees Retirement System, the Retirement and Investment Office, the Attorney General, and any entity exempted by the Office of Management and Budget to obtain electronic mail, file and print server administration, data base administration, storage,

application server, and hosting services through a delivery system established by the Information Technology Department in conjunction with the Office of Management and Budget.

House Bill No. 1505 - Information Technology Department Competition

Section 17 amends NDCC Section 54-59-02 relating to responsibilities of the Information Technology Department to provide that the department may not exercise its powers and duties in a manner that competes or otherwise interferes with the provision of telecommunications services to private, charitable, or nonprofit entities by privately or cooperatively owned telecommunications companies.

House Bill No. 1505 - Information Technology Department Wide Area Services

Section 18 creates a new subsection to NDCC Section 54-59-05 relating to the powers and duties of the Information Technology Department to provide that the department may provide wide area network services to a state agency, city, county, school district, or other political subdivision of the state. The department may not provide wide area network service to any private, charitable, or nonprofit entity except the department may continue to provide the wide area network service the department provided to the private, charitable, and nonprofit entities receiving services from the department on January 1, 2003.

House Bill No. 1505 - Information Technology Standards

Section 20 amends NDCC Section 54-59-09 relating to information technology standards to provide that the Information Technology Department and the Office of Management and Budget shall develop statewide information technology policies, standards, and guidelines. The policies, standards, and guidelines must recognize the uniqueness of certain agencies and must be reviewed by the State Information Technology Advisory Committee.

House Bill No. 1505 - Repeal - Information Technology Compliance Reviews

Section 21 repeals NDCC Section 54-59-13 relating to information technology compliance reviews to be completed by the Information Technology Department.

OTHER RELATED BACKGROUND INFORMATION

State of North Dakota - Organizational Structure

The state of North Dakota's organizational structure consists of three branches of government--executive, legislative, and judicial. The executive branch of state government is responsible for executing the policy developed by the state legislature and consists of a number of state agencies, departments, and institutions, including

16 heads of agencies who are directly accountable to the Governor, 10 entities led by elected officials, and approximately 150 more agencies, departments, institutions, boards, commissions, and other entities that vary widely in the degree of their accountability to the Governor, including the State Board of Higher Education and institutions under its control.

Information Technology Department - Background Information

The Information Technology Department was established by the 1999 Legislative Assembly to assume the responsibilities of the Information Services Division of the Office of Management and Budget. The department is responsible for all wide area network services, planning, selection, and implementation for all state agencies, including institutions under the control of the State Board of Higher Education, counties, cities, and school districts in the state. The department is also responsible for computer support services, host software development, statewide communications services, standards for providing information to other state agencies and the public through the Internet, technology planning, process redesign, and quality assurance. The department is headed by the Chief Information Officer of the state who serves at the pleasure of the Governor and is to be appointed on the basis of education, experience, and other qualifications in information technology and administration.

Information Technology Planning

North Dakota Century Code Section 54-59-11 requires state agencies, departments, and institutions, including institutions under the control of the State Board of Higher Education, and legislative and judicial branches to prepare an information technology plan by July 15 of each even-numbered year. The plan must be prepared based on guidelines developed by the Information Technology Department; must provide the information technology goals, objectives, and activities of the entity for the current biennium and the next two bienniums; and must include information regarding the information technology assets owned, leased, or employed by the entity. The Information Technology Department is responsible for reviewing each entity's plan for compliance with statewide information technology policies and standards and may require an entity to change its plan to comply with statewide policies or standards or to resolve conflicting directions among the plans. Based on the plans, the department is to prepare a statewide information technology plan with emphasis on long-term strategic goals and objectives.

Information Technology Committee

North Dakota Century Code Section 54-35-15.1 requires the Legislative Council, during each biennium, to appoint an Information Technology Committee, in the same manner as the Council appoints other interim committees. The committee is to consist of six members of the House of Representatives and five members of the Senate. The Chief Information Officer

of the state serves as an ex officio nonvoting member of the committee.

The committee has several statutory responsibilities, including the review of statewide information technology standards, the statewide information technology plan, the activities of the Information Technology Department, and major information technology projects. If the committee determines that a project or plan is at risk of failing to achieve its intended results, the committee may recommend to the Office of Management and Budget the suspension of the expenditure of money appropriated for a project or plan. The Office of Management and Budget may suspend the expenditure authority if the office agrees with the recommendation of the committee. The committee may also request the State Auditor conduct an information technology compliance review. The review may consist of an audit of an agency's information technology management, information technology planning, compliance with information technology plans, and compliance with information technology standards and policies or an audit of statewide compliance with specific information technology standards and policies.

Appropriation Process and Statewide Information Technology Funding

North Dakota's bicameral Legislative Assembly meets for up to 80 legislative days beginning in January and usually concluding in April of each odd-numbered year. By the close of each regular legislative session, the Legislative Assembly approves North Dakota's biennial budget, which takes effect on July 1 of that year and ends on June 30 of the following odd-numbered year.

For the biennium beginning July 1, 2003, and ending June 30, 2005, the 2003 Legislative Assembly appropriated funding of approximately \$204.5 million, of which approximately \$78 million is from the general fund and \$126.5 million is from special funds, for information technology costs, including information technology telephone, data processing, software/supplies, contractual services, and equipment. Salaries and benefits for employees or portions of employees who are responsible for information technology and the portion of other operating costs related to the administration of technology are included if the costs are considered a material part of the technology budget.

Information Technology Department Funding

The 2003 Legislative Assembly provided funding of \$106,312,104, of which \$8,194,803 is from the general fund and \$98,117,301 is from special funds, to the Information Technology Department for the 2003-05 biennium. Of the \$98,117,301 of special funds, \$862,059 is from special funds of various state agencies resulting from information technology reductions. The department's funding is summarized as follows:

Salaries and wages	\$25,715,694
Operating expenses	33,120,860
Capital assets	5,323,000
Division of Independent Study	5,625,480
Educational Technology Council	793,818

EduTech	2,540,348
Wide area network	7,436,223
Enterprise resource planning system (ConnectND)	20,000,000
Geographic information system	678,343
Prairie Public Broadcasting	1,337,138
Criminal justice information sharing	4,741,200
Less budget adjustment	(1,000,000)
Total	\$106,312,104

SUGGESTED STUDY APPROACH

The committee, in its study of information technology organizational structure and information technology management, may wish to proceed as follows:

June 2003 Organizational Meeting

1. Review a draft of a request for proposals for the information technology organizational structure and the information technology management studies.
2. Consider authorizing a consultant manager to assist in the request for proposals process and for project oversight. If determined necessary, the committee could either select a consultant manager or authorize the committee chairman and vice chairman to work with the Legislative Council chairman to contract with a consultant manager for assistance in consultant selection and project oversight.
3. Review a list of potential consultants and determine which consultants should be sent the request for proposals.
4. Receive input from representatives of the Information Technology Department and other state agencies regarding the consultants' studies.
5. Direct the Legislative Council staff to issue the request for proposals with a response deadline of July 7, 2003.

July 2003

1. Review consultant proposals for the information technology organizational structure study and an information technology management study.
2. Receive input from a consultant manager, if authorized, and select a consultant to conduct the study.
3. Authorize the committee chairman and vice chairman to work with the Legislative Council chairman to develop a contract with the selected consultant.

August 2003

1. Receive a progress report on the status of the consultants' studies, including a report from the consultant manager, if authorized.
2. Receive testimony from representatives of the Information Technology Department and other state agencies regarding the consultants' studies.

September 2003

1. Receive and review a preliminary report from the consultant and a report from the consultant manager, if authorized.

2. Receive testimony from representatives of the Information Technology Department and other state agencies regarding the consultants' studies.

October 1, 2003

1. Receive the final report from the consultant and a report from the consultant manager, if authorized.
2. Receive testimony from representatives of the Information Technology Department and other state agencies regarding the consultants' studies.

November 2003 - December 2003

1. Receive testimony from representatives of the Information Technology Department and other state agencies regarding the consultants' final report.
2. Review the final report and recommendations and prepare legislation necessary to implement the recommendations.

POTENTIAL CONSULTANTS

The following is a list of potential consultants for the information technology organizational study and information technology management study:

1. Accenture, Minneapolis, Minnesota.
2. AMS, Fairfax, Virginia.
3. Bain & Company, Inc., Boston, Massachusetts.
4. Bearing Point (formerly KPMG Consulting, LLC), Costa Mesa, California.

5. Booz-Allen and Hamilton, Inc., McLean, Virginia.
6. Cap Gemini Ernst & Young, U.S., Minneapolis, Minnesota.
7. Center for Technology in Government, Albany, New York.
8. Coeur Business Group, Lake Saint Louis, Missouri.
9. Covenant Consulting Group, Bismarck, North Dakota.
10. Coplan and Company, Seattle, Washington.
11. Deloitte Consulting, Boston, Massachusetts.
12. Eide Bailly/Web Technologies, Fargo, North Dakota.
13. Enterprise Solutions, Inc., Bismarck, North Dakota.
14. FSI Consulting, McLean, Virginia.
15. Gartner Consulting, Stamford, Connecticut.
16. Maximus, Rancho Cordova, California.
17. META Group, Stamford, Connecticut.
18. Nexus Innovations, Inc., Bismarck, North Dakota.
19. The Phoenix Group, Woodland, California.
20. PricewaterhouseCoopers LLP, Minneapolis, Minnesota.
21. PTI, Bellevue, Washington.
22. Sierra Systems Group, Inc., Bellevue, Washington.
23. User Technology Associates, Fairmont, West Virginia.

ATTACH:1