



Information Technology Transformation

Bruce Rauner
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SECRETARY DESIGNATE

December 30, 2016



Information Technology Transformation

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Bruce Rauner, Governor

Hardik Bhatt, Secretary Designate and State CIO

December 30, 2016

To the Members of the General Assembly:

On January 25, 2016, Governor Rauner issued [Executive Order 16-01](#) establishing the Department of Innovation & Technology (DoIT), a new state agency with responsibility for the information technology functions of agencies under the jurisdiction of the Governor.

Through its IllinoisFIRST information technology strategy, DoIT's mission is to empower the State of Illinois through high-value, customer-centric technology by delivering best-in-class innovation to client agencies through fostering collaboration and empowering employees to provide better services to residents, businesses, and visitors.

The Department of Innovation & Technology (DoIT) delivers statewide information technology and telecommunication services and innovation to state government agencies, boards and commissions as well as policy and standards development, lifecycle investment planning, enterprise solutions, privacy and security management, and leads the nation in Smart State initiatives.

I am pleased to provide this update to the General Assembly on the efforts the Department of Innovation and Technology has undertaken to improve the business of IT in the state. When we began our journey, we resolved to rectify 45 years of technical debt within 4 years. After our first two years of planning, making changes, and launching this new agency on July 1st, I'm happy to report we have reached the halfway point on this journey.

Our work is not done yet and we look forward to continuing to provide you updates on the efforts we are undertaking.

Sincerely,

Hardik Bhatt
Secretary Designate

CC: John Cullerton, Senate President
Michael Madigan, House Speaker
Jim Durkin, House Minority Leader
Christine Radogno, Senate Minority Leader

Tim Anderson, Secretary of the Senate
Al Kroner, Director, Legislative Research Unit



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Agency Highlights

- On July 1, 2016, BCCS separated from CMS and consolidated into DoIT, and IT personnel were transferred into DoIT. Those personnel formerly working at agencies continue to serve and be co-located at their originating agencies.
- DoIT secured, removed, or encrypted over 5 billion records to protect state information and protect personally identifiable information held by the state.
- Launched a comprehensive cybersecurity assessment of all agencies, boards, and commissions under the Governor to review all information security practices across this enterprise.
- Launched IllinoisFIRST strategy focused on enabling information technology alignment and solutions for governments and municipalities across the state. This enables collaboration with business and government speeding the delivery of integrated solutions.
- Led the successful implementation of an ERP system at 3 agencies and the Comptroller's Office.
- Held the first Annual Strategic Planning Summit to coordinate agency missions and IT priorities.
- Launched Going Mobile in Illinois initiative delivering one new mobile app for citizen usage each month in 2016. To date 20+ apps have been launched across 12 state agencies.
- DoIT launched a new, mobile-enabled web platform and has migrated 8 agencies and counting, enabling a much more customer experience on state websites.
- Signed a memorandum of understanding on Smart State Cooperation between the State of Illinois and the State of Telangana, India.
- Launched a Blockchain initiative in conjunction with four other state agencies and Cook County.
- After Governor Rauner issued Executive Order 2016-08 on sheltered markets, DoIT was the first agency to issue a Sheltered Market Request for Proposal (RFP) in the area of IT consulting services.

DoIT was recognized by GovTech's 2016 Digital States Survey for having moved from the bottom fourth of all states to the top third of all states for its overall technology practices.



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Update on Benefits from Transformation

IT Transformation - IT Transformation is a rigorous enterprise-wide initiative to overhaul the state's IT operating model. This collaborative statewide effort enables state agencies to better adapt to the rapidly changing pace of technology, and more effectively meet stakeholder needs. Occurring over a series of stages made up of 75-day sprints, the overarching goal of this program is to transform state IT operations into a best-in-class model, resulting in more dependable, cost effective, secure and streamlined high quality IT services. The IT Transformation framework centers around the following key objectives:

- An IT governance structure that supports effective oversight and collaborative strategic direction.
- A funding model that increases the state's IT return on investment.
- An organizational model that is strong in its core and modular to adapt to a changing IT landscape.
- Provide training to build a motivated, skilled team of IT professionals to build a sustainable IT organization.
- Rationalized and modernized application services that enable a drive towards digital innovation.
- Consolidated delivery of core infrastructure services.
- Accelerate usage of newer technologies including social, mobile, analytics and cloud (SMAC)
- A process oriented service delivery model focused on high quality customer engagement.

IT Transformation has resulted in a variety of benefits for the citizens, residents, and employees of Illinois. Some of the highlights from IT transformation include:

- Launched a Governance Board to align IT spend with priorities and to manage and oversee IT programs and initiatives.
- Launched the first enterprise view of the entire IT portfolio to enable more strategic decision making on IT initiatives.
- Launched oversight of IT for service groups through a cluster model, enabling greater coordination of IT priorities and spend at agencies.
- Identified over 2,900 existing applications at agencies and began to retire hundreds of those applications, allowing greater focus on agency missions and reduced cost for maintenance and storage, and allowed personnel to reprioritize work.
- Increased server virtualization by 20%, a savings of \$2,000 per virtualized server, and avoided over \$50 million in potential costs due to security breaches.
- Improved management of statewide IT contracts resulting in future year cost avoidance with an expected result of \$50M+ annual savings going forward.
- Realigned and centralized the IT services help desk and reduced service time while increasing customer satisfaction to 89%.
- Designing new and innovative ways to develop talent and provide training to employees to update their skillsets to aligned with new technology and practices.



Information Technology Transformation

Cybersecurity - Cybersecurity focuses on protecting the confidentiality, availability and integrity of the state's information and ensuring the resiliency of critical information systems.

- Protect state information and systems and reduce cyber risk by increasing the cyber-resiliency of the state through industry best frameworks and processes required to address risk and enhance decision making to better protect the state through continual awareness.
- Develop capabilities required to protect the state from the cyber-threat and ensure continual improvement to face tomorrow's cybersecurity challenges while ensuring the alignment of security priorities.
- Enhance cybersecurity across all agencies, boards and commissions, which report to the Governor through the establishment of an enterprise-level cybersecurity program, the adoption of best-practices, common frameworks and enterprise information security policies.

The efforts of the Division of Information Security within DoIT have led directly to enhanced protection of critical data and assets across the state.

- Secured, removed, or encrypted over 5 billion records to protect state information and protect personally identifiable information held by the state.
- Launched cybersecurity awareness training for almost 50,000 state employees and estimated reduction of \$4,522,750 in future costs due to breaches, malware eradication, lost productivity and investment necessary to contain incidents.
- Avoided over \$1 million in potential security containment costs in FY 17 after implementing recommendations from cybersecurity assessments at agencies.

Enterprise Resource Planning – Consolidating and modernizing the state's information technology systems and applications. For example, the state currently uses hundreds of redundant, non-interoperable finance and human resources systems, many of which are outdated and expensive to maintain. Replacing these systems with statewide enterprise solutions will save direct information technology costs and improve agency efficiency.

- Successfully implemented and piloted the system for the Department of Veterans Affairs, Environmental Protection Agency, Department of Employment Security, and Office of the Comptroller.
- ERP used to date to pay out over \$100M in disbursements, process 2,000 payment vouchers and tracking of approximately \$50M of state assets in the new statewide ERP solution.

The implementation of the ERP system will result in an estimated annual savings of \$130M - \$300M once all agencies are integrated into the system starting in FY 19, and fully realized in FY 21.

Smarter State - Illinois is becoming recognized as a leader and the first state in the country to have a vision and plan to become a smarter state with a keen focus on enabling economic development. This includes three initial key roles:

- State as a customer: applying smart city solutions to make government more efficient.
- State as an enabler: utilize policy levers to improve economic outcomes in the Internet of Things and other 21st century technology verticals.
- State as a demand aggregator: use the state as a platform (fiber, network, data center footprint, procurement, etc.) to create a level playing field for smaller towns within Illinois.



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Statewide Data Practice -- Focuses on effective usage of information and data management strategies that empowers agencies to use a data driven approach to making decisions. Applying industry best-practices of business intelligence and data science to policy questions, will improve the business of the state by:

- Educating and transforming our culture to think of the enterprise first, including the access to, and sharing of data.
- Standardizing processes for data analytics projects and defining a secure, yet open data governance.
- Defining and applying a standard set of tools and platforms.
- Deliverables ranging from the Open Data Portal, ITAP, Child 360, Dashboards, Business Intelligence Projects, and true Predictive Analytics (Data Science).
- Creating working relationships with agencies.
- Modernizing and retooling of the Open Data Portal.

Going Mobile - Modernizing the way Illinois state government conducts business, with an emphasis on mobile enabling all citizen, business and visitor interaction points, is a key transformation effort for the state. Mobile applications provide technology that will reduce paperwork and will ultimately save taxpayers time and money by capitalizing on the power of anytime, anywhere, anyplace and any device interactions. This includes the following:

- As part of our Illinois "FIRST" initiative, we are accelerating Going Mobile in Illinois and are launching a new app every month. These apps provide easy to use solutions for citizens and state employees alike in key areas that include event participation, inspection automation, or business and personal license access and renewals, or government services information.
- DoIT continues to develop and deploy a wide variety of mobile responsive applications that increase the ways Illinois citizens access their state government services, as well as streamlining how state employees provide those services.



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Highlights on Benefits from Service Areas

Family, Children, and Aging

- In conjunction with the Health and Human Services Innovation Incubator (i2) and DHS, submitted the Shared Interoperability Platform Implementation Advance Planning Document (IAPD) to the Center for Medicare and Medicaid Services which will provide matching funds in order to support the expansion of the Child/Person 360 proof of concept project.
- Assisted with the technology standards for the signing of an Enterprise Memorandum of Understanding (eMOU) for inter-agency data sharing among 13 state agencies.

Government and Public Employees

- Implemented Information Technology Resource Provider (“ITRP”) contracting for pre-qualified vendors who have met minimum capability requirements to provide resources in specific IT categories. This will reduce timeframe and workload to procure these resources from six months to six weeks.
- Coordinated the move of an HR system from the Department of Revenue into the Department of Human Services, allowing DHS to begin the digitization of its HR records, allowing for better search and reporting of these records.
- In support of Executive Order 2016-06 and the Bureau of Administrative Hearings at CMS, launched an enterprise solution for administrative hearings across state agencies and piloted this solution with the Departments of Labor, Revenue and Public Health.

Business and Workforce

- Deployed online licensing applications for the Department of Financial and Professional Regulation and the Department of Labor, using existing state resources to reduce paper processing and increase compliance and ease of use.

Natural and Cultural Resources

- Reduced use of, eliminated, or updated applications at the Environmental Protection Agency saving over \$500,000 in infrastructure and support costs.
- Modernized and enhanced applications at the Department of Agriculture to save over \$400,000 in infrastructure and support costs.
- Redesigned the Historic Preservation Agency’s website to be mobile-responsive and more friendly to visitors.

Public Safety

- Eliminated over \$2 million in annual recurring costs for maintenance and service to obsolete technology equipment at the Department of Corrections.



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- Retired 28 grants management systems saving \$2.8 million in annual maintenance costs.
- Digitized 200 five drawer file cabinets at the Office of the State Fire Marshal, reducing on-site paper storage by 80%.

Students

- The Illinois Student Assistance Commission won the 2016 *Digital Government Achievement Award* for its Student Portal.
- Launched mobile tools and applications for current and prospective students improving the education experience.

Transportation

- Leveraged cloud services to host more efficient and robust geospatial data and technologies, enhancing operations throughout IDOT. (GIS as a service is used now used by 20+ state agencies)
- Launched new interactive road mapping including Getting Around Illinois and the Winter Road Conditions to a cloud hosted solution for more reliable and available service.



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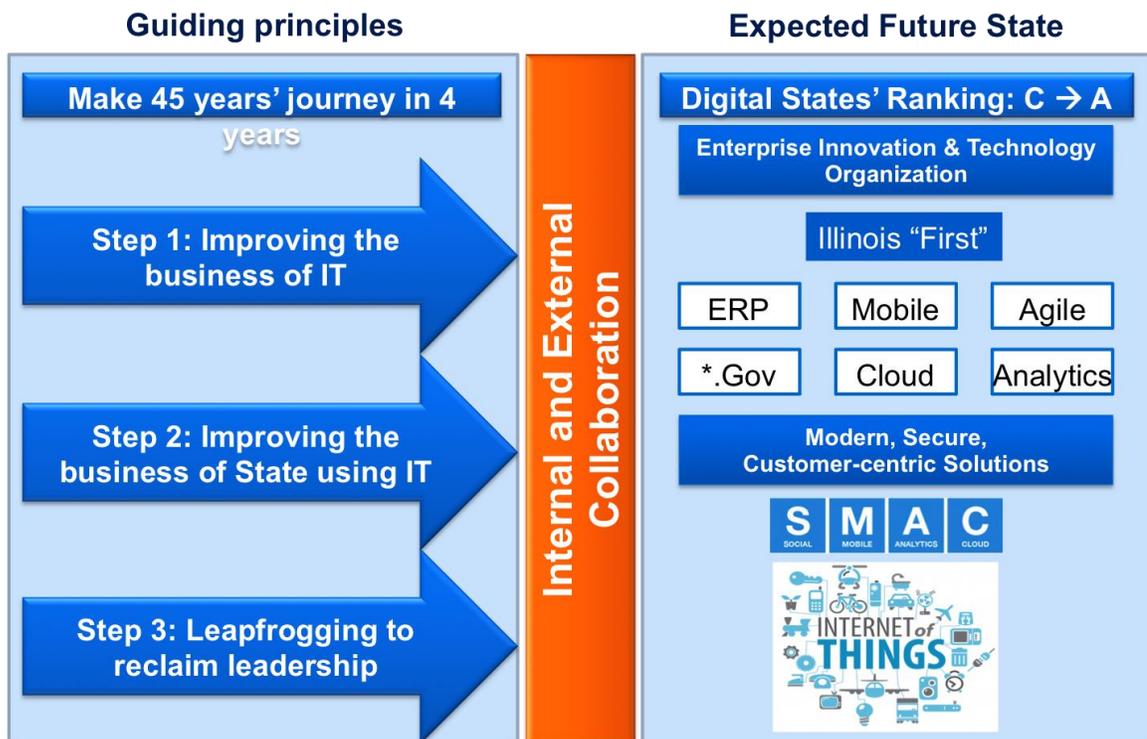
Summary of the Executive Order

- **Department of Innovation and Technology:** The Executive Order consolidated the Office of the State CIO (formerly known as the Illinois Technology Office) and the CMS Bureau of Communications and Computer Services (BCCS) into a new principal department: the Department of Innovation and Technology (DoIT).
- **Agency Service:** The mission of DoIT is to provide best-in-class IT services to agencies under the jurisdiction of the Governor. Client agencies are served in common-interest “clusters” (e.g. health and human services, transportation, education) and have input into how services are prioritized and delivered.
- **Secretary of Innovation and Technology:** The head of DoIT is the Secretary, who is appointed by the Governor with the advice and consent of the Senate.
- **Personnel:** Approximately 500 IT personnel at BCCS have been consolidated into DoIT, while another 1,100 IT personnel across other agencies have been transferred to DoIT (see Appendix C). This transition has not impacted their status or rights under the Personnel Code or any collective bargaining agreement, and has not resulted in any lay-offs.

Benefits of Transformation

The creation of the Department of Innovation and Technology (DoIT) positions the State of Illinois to deploy 21st century technology, to enable better service to Illinois residents and businesses, to maximize the use of existing technology systems, and to foster innovation.

- Modern, Strategic, Statewide Information Technology Plan:** DoIT would develop and implement a modern, strategic approach to IT across all agencies under the Governor’s jurisdiction. DoIT will be able to harness nationwide best practices and work more collaboratively with federal, state, and local governments.



- Protecting Data from Cyberattack:** DoIT will be able to better secure data across agencies, reducing the risk of cyberattacks that could jeopardize personal information of millions of Illinois residents and businesses.
- Reduce Costs; Accountability for Limited Resources:** DoIT will manage a pooled technology budget more strategically, to ensure that investments are tied to program priorities and lead to measurable results. Pooling resources and budgets will eliminate redundancies and leverage spending with vendors. Comparable states that have successfully implemented similar efforts have experienced cost savings and cost avoidance of nearly 20%.

(Continued on next page)



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- **Better Access and Service for Residents and Businesses:** DoIT would create mobile-based unified business portals, profiles, and accounts for residents and businesses, including non-profit service providers. This will bring quicker, better, more efficient service.

Both Democratic and Republican leadership share this goal. In his inaugural address during the opening of the 99th General Assembly, President Cullerton stated his goal of developing “one-stop shopping” for small businesses. Doing so requires bringing the technology systems of multiple agencies together.

- **Data Access:** DoIT will enable data can be shared, accessed, and used effectively across all agencies, to the extent permitted by law.
- **Follow-Through on 2003 Legislation:** This transformation will complete the General Assembly’s intent in 2003, when it authorized the consolidation of IT functions.



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Recommendation for Further Legislation

The proposed bill contains a series of necessary changes to existing statutes to implement E.O. 16-01 and makes other changes to support the mission of the Department of Innovation and Technology. Many existing statutes reference the Department of Central Management Services (CMS) as it relates to information technology authority and responsibilities. The included changes would eliminate ambiguous references to CMS as well as other agencies, boards, authorities and commissions

This proposal updates statute to reflect the newly created Department of Innovation and Technology as a standalone State agency, separate from Central Management Services. This bill includes several of the following amendments to make conforming changes:

- Provides for appointment of the Secretary of Innovation and Technology and that the Secretary shall serve as Chief Information Officer of the State;
- Adds an additional Assistant Secretary position to provide administration for the Department;
- Amends the Open Meetings Act and the Gubernatorial Boards and Commissions Act, the State Fire Marshal Act and the Illinois Century Network Act;
- Amends the Department of Central Management Services Law of the Civil Administrative Code, Department of Commerce and Economic Opportunity Law of the Civil Administrative Code, and the State Finance Act and the Grant Information Collection Act;
- Allows current Department of Corrections employees to maintain pension status upon transfer to DoIT;
- Repeals sections of the Department of Central Management Services Law



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Frequently Asked Questions

What agencies are impacted by this consolidation?

DoIT will be responsible for providing IT services to State agencies under the jurisdiction of the Governor. In addition, DoIT may enter into interagency contracts with other public agencies to provide services if those agencies find value in those services.

Will any employees be laid-off because of this consolidation?

No.

How will this consolidation affect budget?

Studies of similar IT consolidations in other states have demonstrated a cost savings and cost avoidance of approximately 15-30%, primarily due to pooling resources and leveraging buying power.

Will the new Department be subject to legislative oversight?

Yes. For example:

- The Secretary will be subject to Senate confirmation.
- The Department budget will be subject to appropriation each year.
- The Department will submit a report to the General Assembly by 12/31/2016, and each year for three additional years, on the status of the transformation.
- The Executive Order will be submitted to the Legislative Reference Bureau for purposes of preparing a revisory bill for consideration by the General Assembly.

What is happening to the existing office of the Chief Information Officer (CIO)?

The Office of the CIO was created as the “Information Technology Office” by Executive Order 1999-05. Under the Executive Order, that office would be reconstituted as the Department of Innovation and Technology (DoIT) and consolidated with the CMS Bureau of Communications and Computer Services (BCCS).

The position of CIO would become the Secretary of DoIT. The Governor would appoint the Secretary, subject to the advice and consent of the Senate.

Can this effort be accomplished through the Department of Central Management Services (CMS)? Why is a stand-alone IT agency necessary?

First, information technology is a business-enabler. The State needs to be nimble and flexible in order to meet agency needs of providing better customer service and to keep up with rapid technological



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changes. Being “buried” as a bureau of CMS does not afford the State the necessary flexibility to provide quick, time-to-market, enhanced service delivery.

Second, information technology is too critical to the State, and it needs undivided attention for modernization. The IT headcount among affected agencies is larger than the rest of CMS’s headcount for all other functions. Consolidation through CMS would materially alter CMS’s portfolio of responsibilities at a time when CMS is working on other needed administrative reforms.

Third, CMS continues to focus on those other reforms, such as with respect to personnel, property management, and procurement. Each of those areas is a significant undertaking.

Finally, CMS tried, and failed, to consolidate IT services following the 2003 legislation. Agencies need IT-specific leadership and a new approach to service delivery and chargebacks, which are better accomplished through an IT-specific agency.

How will this effort succeed if the 2003 effort failed?

- **IT Leadership, Independent of CMS:** The 2003 effort was led by CMS, which as noted above is responsible for many other administrative functions. The 2016 effort is being led by a technology team with a history of successfully integrating complex IT systems in the public and private sectors, including at the City of Chicago.
- **Full (Not Partial) Consolidation:** The 2003 effort consolidated IT functions at only 26 agencies, and focused only on hardware and network services. Consequently, most IT personnel, applications, and data continue to be managed by agencies. The 2016 effort will consolidate all functions (infrastructure, systems, applications, data, and personnel) at all agencies under the Governor’s jurisdiction.
- **Focus on Modernization:** In addition to driving efficiency, the 2016 effort is focused on modernizing systems and service delivery, in order to demonstrate value to agencies, State employees, taxpayers, residents, businesses, and consumers of State services.
- **Service, Transparency, and Accountability:** The DoIT leadership team is committed to partnering with agencies to establish technology priorities, to provide agencies with transparency in cost accounting, and to hold itself accountable for service delivery.
- **Fair Chargebacks:** Some agencies and other stakeholders believe that CMS overcharged for services following the 2003 consolidation. DoIT will avoid “double-billing” by clearly delineating recoverable and non-recoverable costs and by providing greater input and transparency to agencies. DoIT will also work to drive down costs through enterprise systems and pass those savings on to client agencies.

APPENDIX A

Executive Order 2016-01



EXECUTIVE ORDER

2016-01

**EXECUTIVE ORDER CONSOLIDATING
MULTIPLE INFORMATION TECHNOLOGY FUNCTIONS INTO A SINGLE
DEPARTMENT OF INNOVATION AND TECHNOLOGY**

WHEREAS, although the State of Illinois devotes significant resources to its information technology systems – ranking Illinois among the top five states nationally by technology expenditures – the State is considered among the bottom quartile of states nationally in digitization and other metrics of technological advancement; and

WHEREAS, much of the State’s technology spending is wasted; most agencies are responsible for managing their own technologies and technology personnel, resulting in thousands of redundant and non-interoperable systems; and the State continues to use outdated systems (in some cases, dating to 1974) that are more costly to maintain; and

WHEREAS, these thousands of systems are vulnerable to cyberattack, placing private information about State employees and their dependents, consumers of State services, taxpayers, and the residents and businesses of Illinois at risk to hackers, terrorists, and criminals; and

WHEREAS, the State previously recognized and attempted to confront this problem: in 2003, the General Assembly authorized the Department of Central Management Services (“CMS”) to direct the transfer and centralization of information technology functions from State agencies under the jurisdiction of the Governor to CMS; and

WHEREAS, under that authority, CMS consolidated some, but not all, information technology functions into its Bureau of Communications and Computer Services, but the results have been disappointing: many agencies continue to maintain their own infrastructure; almost all agencies continue to support their own software and application development; more than 70% of technology spending remains outside of CMS; and agencies in aggregate employ twice as many information technology personnel outside of CMS (approximately 1,200) as are employed by CMS (approximately 500); and

WHEREAS, although consolidation was not completed, it remains the best way to transform our information technology functions; to protect State data from cyberattack and breaches and to ensure compliance with data protection laws; to consolidate State technology resources, develop statewide enterprise solutions, leverage the State’s buying power, and avoid inefficiencies; to reduce costs and provide better value for our investment; and to provide State agencies with state-of-the-art technology and ensure interoperability of systems and data across State agencies, enabling those agencies to provide better service to taxpayers, residents, businesses, and consumers and providers of State services; and

WHEREAS, consolidation and transformation of the State’s information technology functions will be accomplished most effectively through an agency independent of CMS, in particular because: information technology is too large to be a bureau of another agency; the State’s information technology headcount exceeds the combined headcount for all other functions performed by CMS; CMS is focused on other important administrative reforms; and the State must be nimble and flexible in order to meet the needs of its agencies and to provide timely, up-to-date technology services; and

WHEREAS, twenty-nine other states, as well as many local governments including the City of Chicago, have centralized responsibility for information technology functions within a single agency; and

WHEREAS, consolidation and transformation of the State’s information technology functions will carry out the purposes of the 2003 legislation, now codified at 20 ILCS 405/405-410;

THEREFORE, I, Bruce Rauner, Governor of Illinois, by virtue of the executive authority vested in me by Section 11 of Article V of the Constitution of the State of Illinois, do hereby order as follows:

I. DEFINITIONS

As used in this Executive Order:

“BCCS” means the CMS Bureau of Communications and Computer Services, also known as the Bureau of Information and Communication Services, created by 2 IAC 750.40, or its successor bureau within CMS.

“Client agency” means each transferring agency or its successor and each other public agency to which DoIT provides service.

“CMS” means the Department of Central Management Services.

“DoIT” means the Department of Innovation and Technology.

“Information technology” means technology, infrastructure, equipment, systems, software, networks, and processes used to create, send, receive, and store electronic or digital information, including without limitation both computer systems and telecommunication systems. The term “information technology” shall be construed broadly to incorporate future technologies (such as sensors) that change or supplant those in effect as of the effective date of this Executive Order.

“Information technology functions” means the development, procurement, installation, retention, maintenance, operation, possession, storage, and related functions of all information technology.

“Information Technology Office” means the Information Technology Office, also known as the Office of the Chief Information Officer, an office within the Office of the Governor, created by Executive Order 1999-05, or its successor office.

“Legacy IT division” means any division, bureau, or other unit of a transferring agency which has responsibility for information technology functions for the agency prior to the transfer of such functions to DoIT, including without limitation BCCS.

“Retained functions” means, with respect to a legacy IT division, non-information technology functions for which the legacy IT division is responsible, which are not transferred to DoIT.

“Secretary” means the Secretary of Innovation and Technology.

“Transferring agency” means each agency, authority, board, bureau, commission, council, department, division, instrumentality, office, or unit of the Executive Branch of State government which is directly responsible to the Governor and is transferring functions, employees, property, or funds to DoIT pursuant to this Executive Order.

II. CREATION OF DEPARTMENT OF INNOVATION AND TECHNOLOGY

The Information Technology Office, also known as the Office of the Chief Information Officer, is hereby reconstituted as a new principal department of the Executive Branch of State government, directly responsible to the Governor, called the Department of Innovation and Technology (“DoIT”). BCCS shall be consolidated into DoIT as of July 1, 2016.

The head officer of DoIT shall be known as the Secretary of Innovation and Technology (“Secretary”). The Secretary shall be the chief information officer for the State and the steward of State data, with respect to those agencies under the jurisdiction of the Governor. The Secretary shall be appointed by the Governor, with the advice and consent of the Senate. DoIT may employ or retain other persons to assist in the discharge of its functions, subject to the Personnel Code. DoIT shall be subject to all of the general laws applicable to Executive Branch agencies.

The mission of DoIT is to deliver best-in-class innovation and technology to client agencies to foster collaboration among client agencies, to empower client agencies to provide better service to residents of Illinois, and to maximize the value of taxpayer resources. DoIT shall be responsible for the information technology functions on behalf of client agencies.

DoIT shall develop and implement data security and interoperability policies and procedures that ensure the security and interoperability of State data, including in particular data that are confidential, sensitive, or protected from disclosure by privacy or other laws, while recognizing and balancing the need for collaboration and public transparency. DoIT shall ensure compliance with applicable federal and State laws pertaining to information technology, data, and records of DoIT and the client agencies, including without limitation the Freedom of Information Act (5 ILCS 140/1 *et seq.*), the State Records Act (5 ILCS 160/1 *et seq.*), the Personal Information Protection Act (815 ILCS 530/1 *et seq.*), the federal Health Insurance Portability and Accountability Act

(HIPAA), the federal Health Information Technology for Economic and Clinical Health Act (HITECH Act), and the federal Gramm-Leach-Bliley Act.

DoIT may establish, through the Secretary, charges for services rendered by DoIT to client agencies for which funds are provided directly to the client agency. In establishing charges, the Secretary shall consult with client agencies, ensure that charges are transparent and clear, and minimize or avoid charges for costs for which DoIT has other funding sources available.

Following the transfer of information technology functions to DoIT pursuant to Section IV of this Executive Order, client agencies shall continue to apply for and otherwise seek federal funds and other capital and operational resources for technology for which the agencies are eligible and, subject to compliance with applicable laws, regulations, and grant terms, make those funds available for use by DoIT. DoIT shall assist client agencies in identifying funding opportunities and, if funds are used by DoIT, ensuring compliance with all applicable laws, regulations, and grant terms.

DoIT and each client agency continue to have whatever authority is provided to them pursuant to the Intergovernmental Cooperation Act and other applicable law to enter into interagency contracts. To the extent permitted by law, DoIT may enter into such contracts to use personnel and other resources that are retained by transferring agencies or other public agencies, to provide services to public agencies within the State in addition to transferring agencies, and for other appropriate purposes to accomplish DoIT's mission.

III. TRANSITION

Beginning on the effective date of this Executive Order, DoIT and the transferring agencies shall work cooperatively to prepare for the transfer of functions, employees, property, and funds pursuant to Section IV of this Executive Order, and to carry out other actions required to give effect to such transfers, as of July 1, 2016. The transferring agencies shall provide DoIT with access to personnel and other resources necessary to accomplish such transition. During the transition period:

1. Under the direction of the Governor, the Secretary, in consultation with the transferring agencies and labor organizations representing the affected employees, shall identify each position and employee who is engaged in the performance of functions transferred to DoIT, or engaged in the administration of a law the administration of which is transferred to DoIT, to be transferred to DoIT pursuant to Section IV(1) of this Executive Order. An employee engaged primarily in providing administrative support to a legacy IT division or information technology personnel may be considered engaged in the performance of functions transferred to DoIT. The Secretary shall ensure compliance with all applicable provisions of the Personnel Code and collective bargaining agreements, including providing any notices required thereunder within the applicable time periods.
2. Under the direction of the Governor, the Secretary, in consultation with the transferring agencies, shall identify personnel records, documents, books, correspondence, and other property, both real and personal, affected by the reorganization to be transferred to DoIT

pursuant to Section IV(2) of this Executive Order. Such property may include contracts pertaining to the functions transferred to DoIT.

3. Under the direction of the Governor, the Director of the Governor's Office of Management and Budget, in consultation with the Secretary and the transferring agencies, shall identify the unexpended balances of both Fiscal Year 2016 and Fiscal Year 2017 appropriations and other funds, or the relevant portions thereof, to be transferred to DoIT pursuant to Section IV(3) of this Executive Order.

IV. TRANSFER OF FUNCTIONS

As of July 1, 2016, the responsibility for information technology functions shall be transferred from each transferring agency to DoIT. These functions derive from the statutes set out on Exhibit A to this Executive Order. In connection with such transfer, as of July 1, 2016:

1. Each position and employee who is engaged in the performance of functions transferred to DoIT, or engaged in the administration of a law the administration of which is transferred to DoIT (as identified pursuant to Section III of this Executive Order), and the employee in each such position, shall be transferred to DoIT, pursuant to the provisions of any applicable collective bargaining agreement. The status and rights of any such employee, the State, and its agencies under the Personnel Code shall not be affected by this reorganization.
2. All personnel records, documents, books, correspondence, and other property, both real and personal, affected by the reorganization (as identified pursuant to Section III of this Executive Order) shall be delivered and transferred to DoIT or to the State Archives.
3. The unexpended balances of Fiscal Year 2016 and Fiscal Year 2017 appropriations and other funds available for use by a transferring agency in connection with the functions transferred to DoIT or the relevant portions thereof (as identified pursuant to Section III of this Executive Order and deemed necessary by the Governor) shall be transferred to DoIT and expended for the purposes for which the appropriations or other funds were originally made or given to the transferring agency.
4. With respect to each transferring agency, this reorganization shall not affect (i) the composition of any multi-member board, commission, or authority, (ii) the manner in which any official of the agency is appointed, (iii) whether the nomination or appointment of any official of the agency is subject to the advice and consent of the Senate, (iv) any eligibility or qualification requirements pertaining to service as an official of the agency, or (v) the service or term of any incumbent official serving as of the effective date of this Executive Order.
5. Whenever any provision of any previous Executive Order or any Act provides for membership on any board, commission, authority, or other entity by a representative or designee of a transferring agency with responsibility for the functions transferred to DoIT, the Secretary, in consultation with the head of the transferring agency, shall designate the same number of representatives or designees of DoIT or the transferring agency, as appropriate.

V. LEGACY INFORMATION TECHNOLOGY DIVISIONS

Some transferring agencies have dedicated divisions, bureaus, or other units within the agency that are responsible for information technology functions (“legacy IT divisions”). The purpose of this Section V is to provide for the winding up of those legacy IT divisions.

a. Legacy IT Divisions with No Retained Functions

A legacy IT division that is responsible for only information technology functions will have no retained functions after the transfer of those functions to DoIT. In that circumstance, (i) the functions, employees, property, and funds of the legacy IT division shall be transferred to DoIT pursuant to Section IV of this Executive Order, and (ii) the head of the transferring agency shall abolish the legacy IT division as soon as practicable after July 1, 2016.

b. Legacy IT Divisions with Retained Functions

A legacy IT division that is responsible for both information technology functions and non-information technology functions will continue to be responsible for those non-information technology functions (“retained functions”) after the transfer of information technology functions to DoIT. In that circumstance, (i) the information technology functions, employees, property, and funds of the legacy IT division shall be transferred to DoIT pursuant to Section IV of this Executive Order, and (ii) the transferring agency shall continue to be responsible for the retained functions, and the head of the transferring agency shall consolidate the legacy IT division into another unit of the transferring agency or shall reconstitute the legacy IT division as a non-information technology unit of the transferring agency, as determined by the head of the transferring agency, as soon as practicable after July 1, 2016.

If a legacy IT division has retained functions, employees, property, or funds which are not transferred to DoIT, then:

1. Each employee of the legacy IT division who is not transferred to DoIT shall continue to be employed by the transferring agency in a unit determined by the head of that agency. The status and rights of any such employee, the State, and its agencies under the Personnel Code shall not be affected by this reorganization.
2. All personnel records, documents, books, correspondence, and other property, both real and personal, of the legacy IT division in any way pertaining to the retained functions shall continue to be possessed by the transferring agency, within a unit determined by the head of the transferring agency.
3. The unexpended balances of appropriations and other funds available for use by a legacy IT division in connection with the retained functions shall be maintained by the transferring agency and expended for the purposes for which the appropriations or other funds were originally made or given.
4. With respect to each legacy IT division and transferring agency, this reorganization shall not affect (i) the composition of any multi-member board, commission, or authority, (ii) the manner in which any official of the agency is appointed, (iii) whether the nomination

or appointment of any official of the agency is subject to the advice and consent of the Senate, (iv) any eligibility or qualification requirements pertaining to service as an official of the agency, or (v) the service or term of any incumbent official serving as of the effective date of this Executive Order.

5. Whenever any provision of any previous Executive Order or any Act provides for membership on any board, commission, authority, or other entity by a representative or designee of a legacy IT division with responsibility for retained functions, the head of the transferring agency shall designate the same number of representatives or designees of the transferring agency, as appropriate.

VI. INCONSISTENT ACTS; SPECIAL FUNDS

From the effective date of this reorganization, and as long as such reorganization remains in effect, the operation of any prior act of the General Assembly inconsistent with this reorganization is suspended to the extent of the inconsistency. In particular, but without limitation:

1. As of July 1, 2016, the information technology functions transferred from the transferring agencies to DoIT shall be the responsibility of DoIT, notwithstanding any statute that provides in particular that such function shall be carried out by CMS or a transferring agency (including without limitation 20 ILCS 405/405-10, 405-20, 405-250, 405-255, 405-260, 405-265, and 405-270).
2. As of July 1, 2016, the authority of CMS to expend funds of the Statistical Services Revolving Fund (a special fund of the State established pursuant to 30 ILCS 105/5.55, 6p-1, and 8.16a) and the Communications Revolving Fund (a special fund of the State established pursuant to 30 ILCS 105/5.12, 6p-2, and 8.16b), or the successor funds, shall be transferred to DoIT; and the authority of the Director of CMS to approve any contract or obligation incurred for any expenditure from either such special fund shall be transferred to the Secretary.

VII. REPORT TO THE GENERAL ASSEMBLY

DoIT shall provide a report to the General Assembly not later than December 31, 2016 and annually thereafter for three years, that includes data on the economies effected by the reorganization and an analysis of the effect of the reorganization on State government. The report shall also include the DoIT's recommendations for further legislation relating to reorganization.

A copy of such report shall be filed with the Speaker, the Minority Leader, and the Clerk of the House of Representatives; the President, the Minority Leader, and the Secretary of the Senate; the Legislative Research Unit; and the State Government Report Distribution Center for the General Assembly.

VIII. SAVINGS CLAUSE

1. The rights, powers, duties, and functions transferred to the DoIT by this Executive Order shall be vested in, and shall be exercised by, DoIT. Each act done in exercise of such rights, powers, duties, and functions shall have the same legal affect as if done by the agency from

which they were transferred. Every person shall be subject to the same obligations and duties and to the associated penalties, if any, and shall have the same rights arising from the exercise of these obligations and duties as if exercised subject to that agency or the officers and employees of that agency.

2. This Executive Order shall not affect any act undertaken, ratified or cancelled or any right occurring or established or any action or proceeding commenced in an administrative, civil, or criminal case before this Executive Order takes effect, but these actions or proceedings may be prosecuted and continued by the successor agency in cooperation with another agency, if necessary.
3. This Executive Order shall not affect the legality of any rules in the Illinois Administrative Code that are in force on the effective date of this Executive Order, which rules have been duly adopted by the pertinent agencies. Any rules, regulations, and other agency actions affected by the reorganization shall continue in effect and be transferred together with the transfer of functions. If necessary, however, the affected agencies shall propose, adopt, or repeal rules, rule amendments, and rule recodifications as appropriate to effectuate this Executive Order. These rule modifications shall coincide with, if applicable, the transfer of functions to DoIT.
4. Whenever reports or notices are now required to be made or given or paper or documents furnished or served by any person in regard to the functions transferred from an agency to DoIT pursuant to this Executive Order, the same shall be made, given, furnished, or served in the same manner to or upon DoIT.
5. This Executive Order does not contravene, and shall not be construed to contravene, any federal law, State statute (except as provided in Section VI of this Executive Order), or collective bargaining agreement.

IX. PRIOR EXECUTIVE ORDERS

This Executive Order supersedes any contrary provision of any other prior Executive Order, including without limitation Executive Order 1999-05.

X. SEVERABILITY CLAUSE

If any part of this Executive Order is found invalid by a court of competent jurisdiction, the remaining provisions shall remain in full force and effect. The provisions of this Executive Order are severable.

XI. FILINGS

This Executive Order shall be filed with Secretary of State. A copy of this Executive Order shall be delivered to the Secretary of the Senate and to the Clerk of the House of Representatives and, for the purpose of preparing a revisory bill, to the Legislative Reference Bureau.

XII. EFFECTIVE DATE

Provided that neither house of the General Assembly disapproves of this Executive Order by the record vote of a majority of the members elected, this Executive Order shall take effect 60 days after its delivery to the General Assembly.

Bruce Rauner, Governor

Issued by Governor: January 25, 2016

Filed with Secretary of State: January 25, 2016

**EXHIBIT A
TO EXECUTIVE ORDER 2016-01**

Transferring Agency	Statutes from Which Information Technology Functions Derive
<i>Statutes generally applicable to all or multiple agencies:</i>	5 ILCS 140/1 <i>et seq.</i> 5 ILCS 160/1 <i>et seq.</i> 20 ILCS 5/1-1 <i>et seq.</i> 20 ILCS 5/5-1 <i>et seq.</i> , including § 5-645 20 ILCS 450/1 <i>et seq.</i> 815 ILCS 530/1 <i>et seq.</i>
Capital Development Board	20 ILCS 3105/1 <i>et seq.</i> , including § 8
Deaf and Hard of Hearing Commission	20 ILCS 3932/ 1 <i>et seq.</i> , including §§ 20, 25
Department of Agriculture	20 ILCS 205/205-1 <i>et seq.</i>
Department of Central Management Services	20 ILCS 405/405-1 <i>et seq.</i> , including §§ 405-10, 405-20, 405-250, 405-255, 405-260, 405-265, 405-270, 405-272, 405-275 30 ILCS 105/1 <i>et seq.</i> , including §§ 5.12, 5.55, 6p-1, 6p-2, 8.16a, 8.16b
Department of Children and Family Services	20 ILCS 505/1 <i>et seq.</i> , including § 11
Department of Commerce and Economic Opportunity	20 ILCS 605/605-1 <i>et seq.</i> , including § 605-85
Department of Corrections	730 ILCS 5/3-1-1 <i>et seq.</i> , including §§ 3-2-5, 3-2-7
Department of Employment Security	20 ILCS 1005/1005-1 <i>et seq.</i>
Department of Financial and Professional Regulation	20 ILCS 1205/1 <i>et seq.</i> 20 ILCS 2105/2105-1 <i>et seq.</i> 20 ILCS 3205/0.1 <i>et seq.</i> 20 ILCS 3210/1 <i>et seq.</i> Executive Orders 2014-03, 2004-06
Department of Healthcare and Family Services	20 ILCS 2205/2205-1 <i>et seq.</i>
Department of Human Rights	775 ILCS 5/1-101 <i>et seq.</i> , including § 9-101
Department of Human Services	20 ILCS 1305/1-1 <i>et seq.</i> , including §§ 1-20, 1-25
Department of Insurance	20 ILCS 1405/1405-1 <i>et seq.</i> , including § 1405-35 Executive Order 2009-04
Department of Juvenile Justice	730 ILCS 5/3-2.5-1 <i>et seq.</i> , including § 3-2.5-15
Department of Labor	20 ILCS 1505/1505-1 <i>et seq.</i>
Department of Lottery	20 ILCS 1605/1 <i>et seq.</i> , including § 9

Transferring Agency	Statutes from Which Information Technology Functions Derive
Department of Military Affairs	20 ILCS 1805/1 <i>et seq.</i>
Department of Natural Resources	20 ILCS 801/1-1 <i>et seq.</i> , including § 1-15
Department of Public Health	20 ILCS 2305/1.1 <i>et seq.</i> 20 ILCS 2310/2310-1 <i>et seq.</i>
Department of Revenue	20 ILCS 2505/2505-1 <i>et seq.</i>
Department of State Police	20 ILCS 2605/2605-1 <i>et seq.</i>
Department of Transportation	20 ILCS 2705/2705-1 <i>et seq.</i>
Department of Veterans' Affairs	20 ILCS 2805/0.01 <i>et seq.</i>
Department on Aging	20 ILCS 105/1 <i>et seq.</i> , including § 4.01 20 ILCS 110/110-5
Environmental Protection Agency	415 ILCS 5/1 <i>et seq.</i> , including § 4
Governor's Office of Management and Budget	20 ILCS 3005/0.01 <i>et seq.</i> , including § 3
Guardianship and Advocacy Commission	20 ILCS 3955/1 <i>et seq.</i> , including § 5
Historic Preservation Agency	20 ILCS 3405/1 <i>et seq.</i> , including §§ 3, 4, 16
Illinois Arts Council	20 ILCS 3915/0.01 <i>et seq.</i> , including § 6
Illinois Council on Developmental Disabilities	20 ILCS 4010/2001 <i>et seq.</i> , including § 2007
Illinois Emergency Management Agency	20 ILCS 3305/1 <i>et seq.</i>
Illinois Gaming Board	230 ILCS 10/1 <i>et seq.</i> , including § 5
Illinois Health Information Exchange Authority	20 ILCS 3860/1 <i>et seq.</i> , including §§ 20, 30
Illinois Liquor Control Commission	235 ILCS 5/3-1 <i>et seq.</i> , including § 3-4
Illinois Student Assistance Commission	110 ILCS 947/1 <i>et seq.</i> , including § 15
Illinois Technology Office	Executive Order 1999-05
Office of the State Fire Marshal	20 ILCS 2905/0.01 <i>et seq.</i>
Prisoner Review Board	730 ILCS 5/3-3-1 <i>et seq.</i>

APPENDIX B

DoIT Service Groups for Client Agencies

Family, Children, and Aging	Government and Public Employees	Business and Workforce	Natural and Cultural Resources	Public Safety	Students	Transportation
Aging	Capital Development Board	Commerce and Econ. Opportunity	Agriculture	Corrections	Student Assistance Commission	Dep't of Transportation
Children and Family Services	Central Mgt. Services	Employment Security	Arts Council	Emergency Management		
C. on Development Disabilities	Gaming	Financial and Prof. Regulation	Environmental Protection	Military Affairs		
Deaf and Hard of Hearing	Governor's Office of Mgt. and Budget	Human Rights	Historic Preservation	Prisoner Review Board		
Guardianship and Advocacy	Liquor Control Commission	Insurance	Natural Resources	State Fire Marshal		
Health Information Exchange	Lottery	Labor		State Police		
Healthcare and Family Services	Revenue					
Human Services						
Juvenile Justice						
Public Health						
Veterans' Affairs						

APPENDIX C

Headcount by Agency Source

Estimated headcount as of January 15, 2016; subject to change.

Agency	Current IT Employees	Agency	Current IT Employees
Aging, Department on	21	Human Rights, Department of	5
Agriculture, Department of	6	Human Services, Department of	136
Arts Council, Illinois	1	Insurance, Department of	19
Central Management Services	523	Juvenile Justice	0
Capital Development Board	9	Labor, Department of	1
Children and Family Services, Department of	99	Liquor Control Commission	0
Commerce and Economic Opportunity, Dep't of	22	Lottery, Department of	5
Corrections, Department of	17	Management and Budget, Governor's Office of	1
Council on Developmental Disabilities	0	Military Affairs, Department of	2
Deaf and Hard of Hearing Commission	0	Natural Resources, Department of	11
Emergency Management Agency, Illinois	15	Public Health, Department of	41
Employment Security, Department of	57	Prisoner Review Board	0
Environmental Protection Agency	18	Revenue, Department of	158
Financial and Professional Regulation, Department of	13	State Fire Marshal, Office of the	8
Gaming Board, Illinois	6	State Police	57
Guardianship and Advocacy Commission	3	Student Assistance Commission, Illinois	39
Healthcare and Family Services, Department of	217	Transportation, Department of	61
Health Information Exchange	1	Veterans' Affairs, Department of	12
Historic Preservation Agency	3	Illinois Technology Office	0
		Total Current IT Workforce	1,587
		Total Current IT Vacancies	765

APPENDIX D

Budget by Agency Source

Estimated amounts; subject to change.

Table 1: Current IT Budget by Agency (Before IT Transformation)

Agency	Total IT Budget	Personnel Costs	Costs Paid to CMS BCCS (Chargebacks)	Costs Paid to Outside Vendors
Aging	\$ 3,817,430	\$ 3,421,430	\$ 314,665	\$ 81,335
Agriculture	\$ 2,146,520	\$ 1,158,521	\$ 840,790	\$ 147,209
Arts Council	\$ 167,000	\$ 162,465	\$ 4,593	\$ -
Capital Development Board	\$ 3,285,200	\$ 1,480,964	\$ 58,780	\$ 1,745,456
Central Management Svcs. (Non-BCCS)	\$ 12,487,200	\$ 2,987,200	\$ 9,500,000	\$ -
Children and Family Services	\$ 23,560,000	\$ 16,050,870	\$ 2,725,643	\$ 4,783,488
Commerce and Economic Opportunity	\$ 7,598,000	\$ 4,039,381	\$ 2,633,855	\$ 924,764
Corrections	\$ 21,945,350	\$ 3,010,387	\$ 16,314,252	\$ 2,620,711
Council on Developmental Disabilities	\$ 5,750	\$ -	\$ 5,154	\$ 596
Deaf and Hard of Hearing Commission	\$ 29,300	\$ -	\$ 13,373	\$ 15,927
Emergency Management	\$ 4,024,350	\$ 2,734,281	\$ 102,688	\$ 1,187,381
Employment Security	\$ 38,115,950	\$ 14,428,961	\$ 9,085,836	\$ 14,601,153
Environmental Protection Agency	\$ 6,100,000	\$ 3,491,823	\$ 2,350,943	\$ 257,234
Financial and Professional Regulation	\$ 4,028,500	\$ 2,354,390	\$ 1,304,685	\$ 369,425
Gaming Board	\$ 1,790,050	\$ 1,068,371	\$ 70,525	\$ 651,154
Guardianship and Advocacy	\$ 570,700	\$ 515,359	\$ 26,088	\$ 29,253
Health Information Exchange	\$ 168,300	\$ 165,000	\$ 3,293	\$ 7
Healthcare and Family Services	\$ 65,400,000	\$ 32,291,724	\$ 30,285,165	\$ 2,823,111
Historic Preservation	\$ 861,800	\$ 452,320	\$ 318,801	\$ 90,679
Human Rights, Department of	\$ 929,300	\$ 667,173	\$ 251,896	\$ 10,231
Human Services	\$ 83,122,500	\$ 26,823,222	\$ 39,271,446	\$ 17,027,832
Illinois Technology Office	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 5,777,000	\$ 3,888,100	\$ 782,124	\$ 1,106,776
Juvenile Justice	\$ 3,545,900	\$ -	\$ 1,785,237	\$ 1,760,663
Labor	\$ 587,200	\$ -	\$ 231,307	\$ 355,893
<i>(Continued on next page)</i>				

Agency	Total IT Budget	Personnel Costs	Costs Paid to CMS BCCS (Chargebacks)	Costs Paid to Outside Vendors
Liquor Control	\$ -	\$ -	\$ -	\$ -
Lottery	\$ 47,444,100	\$ 945,502	\$ 205,300	\$ 46,293,298
Management and Budget	\$ 321,500	\$ 190,493	\$ 18,140	\$ 112,867
Military Affairs	\$ 1,230,600	\$ 347,021	\$ 55,419	\$ 828,160
Natural Resources	\$ 7,320,600	\$ 1,937,628	\$ 2,349,614	\$ 3,033,358
Prisoner Review Board	\$ 52,900	\$ -	\$ 52,832	\$ 68
Public Health	\$ 13,008,000	\$ 4,464,300	\$ 5,504,530	\$ 3,039,170
Revenue	\$ 30,316,000	\$ 19,909,398	\$ 7,948,884	\$ 2,457,718
State Fire Marshal	\$ 2,209,670	\$ 1,442,569	\$ 62,870	\$ 704,231
State Police	\$ 16,341,500	\$ 9,556,146	\$ 978,941	\$ 5,806,413
Student Assistance Commission	\$ 7,034,300	\$ 5,236,686	\$ 950,366	\$ 847,248
Transportation	\$ 47,010,000	\$ 9,594,600	\$ 12,301,606	\$ 25,113,794
Veteran's Affairs	\$ 2,577,750	\$ 1,926,648	\$ 195,379	\$ 455,723
Subtotal (Agencies Other than BCCS)	\$ 464,930,220	\$ 176,742,933	\$ 148,905,023	\$ 139,282,323
CMS BCCS	\$ 315,048,400	\$ 81,385,216	\$ -	\$ 233,663,184
Total IT Budget *	\$ 779,978,620	\$ 258,128,149	\$ 148,905,023	\$ 372,945,507

* These estimates do not include new IT projects and applications.

Table 2: Estimate of Actual IT Spending

The State “double-appropriates” costs that will be charged by CMS to the agencies. Those amounts are appropriated both to the agency (as authority to pay CMS) and to CMS (as authority to pay vendors and personnel). The following is an estimate of actual spending by affected agencies after taking into account the double-appropriations.

	Total IT Spending	Personnel	Vendors
Total IT Spending	\$ 631,073,656	\$ 258,128,149	\$ 372,945,507

(Continued on next page)

Table 3: Projected IT Savings

Fiscal Year	Projected Cost Avoidance and Savings (%)	Projected Cost Avoidance and Savings (\$)
FY 2017	--	--
FY 2018	5.0 %	\$ 30,000,000
FY 2019	7.5 %	\$ 45,000,000
FY 2020	10.0 %	\$ 60,000,000

These savings reflect the direct cost of IT services (based on IT spending). In addition to these savings, agencies that receive enhanced IT services from DoIT will be able to deliver better, more efficient services to the public, leading to additional operational savings.

APPENDIX E

Draft of Recommended Legislation

(Attached Separately to Digital Version)