

The 2025 State CIO Survey

Leading Change
Through Uncertain Times

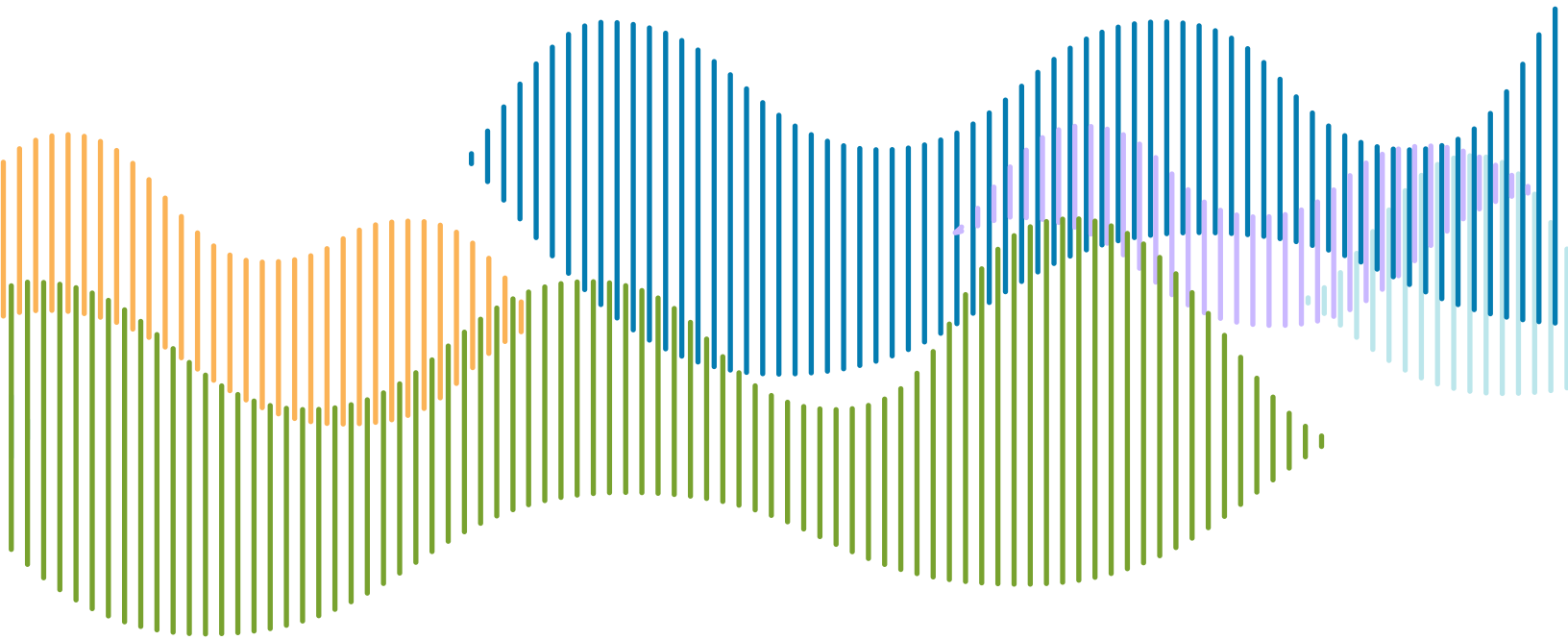


Table of Contents

Executive Summary	3
Dimensions of Leadership	4
IT Accessibility	7
Generative Artificial Intelligence	10
Modernization/Innovation Funding	13
Cloud	15
Data Governance and Management	18
State and Local Collaboration	21
Service Delivery	23
Full Speed Ahead	25
List of Participating States	26

Executive Summary

Happy sweet 16 to us! This is the official 16th year that we have been surveying state chief information officers (CIOs), and we're glad you decided to read this year's edition. This survey was conducted in the summer of 2025, and we had responses from 51 state and territory CIOs on eight topics. As usual, state CIOs were insightful with their responses and provided a lot of good data that will be presented in this publication. Let's get started.

Hopefully, most of our readers have seen the 1986 classic Ferris Bueller's Day Off (if you haven't, do so immediately). A memorable quote from the movie is, "Life moves pretty fast," and that is certainly true in the land of state CIOs. The current state CIO median tenure is now just above two years and there were 12 state CIO transitions in 2024, and, to date, nine in 2025. Knowing this information, we asked CIOs about advice they would give a new CIO, and they advised building strong relationships and remembering that their agency may be powered by technology, but it's run by people. The full quote from Ferris Bueller beautifully sums up the advice given from current state CIOs, "Life moves pretty fast. If you don't stop and look around once in a while, you could miss it."

A few other key themes—or as the younger generation might, say, the vibe—include a heavy emphasis on digital accessibility. The good news is that technology accessibility is officially incorporated in all but a few states and that 66 percent of states have a technology accessibility coordinator. The bad news is that states are about half and half on funding to support technology accessibility and some say it's been a hard sell with governors and state legislators. States must fund and support accessibility in order to comply with the 2026 deadline set forth by the United States Department of Justice [final rule](#).

Another key theme is, it's not just generative artificial intelligence (GenAI), it's all AI all the time. For example, states are using GenAI in the acquisition process! States are starting to consider agentic AI. And, state CIOs have strong opinions on the federal government regulating AI at the state level. As one CIO told us, "Congressional action should remain broad and provide general guidance on ethics, intellectual property and disclosure of AI content and application."

We hope you enjoy this year's NASCIO State CIO Survey and find the data compelling.

Dimensions of Leadership

Every few years in the NASCIO State CIO Survey, we like to ask about dimensions of leadership. In the past, we've also called it critical success factors, but this year the unofficial subtitle could very well be "[Current] Portrait of a State CIO." As the state CIO tenure is now just above two years, things change quickly in the state technology leader landscape. In 2024 there were 12 state CIO transitions, and, to date, nine in 2025. However, even with just under 40 percent of state CIOs recently changing, there are always things that stay the same.

When we asked about the three most important leadership traits or attributes critical to the success of a state CIO, we had a surprise shake up: change leader is the new number one! After that, communicator and strategist are tied at number two and relationship manager number three—those were the top three in 2022 and 2018.



While state CIOs think being a good change leader is critical, they also had some thoughts on their primary leadership responsibilities. Not surprisingly, “create and drive IT strategy” was number one. However, “reduce risk to state” ranked number three but “risk mitigator” was the last attribute CIOs chose in the previous question on critical success factors. It is possible that state CIOs think their job is simply to reduce risk, not to make risk less harmful, as the word mitigate suggests.

We also asked CIOs about the challenges they face in the role, and some common themes were legacy systems; workforce woes; managing expectations of new technologies like artificial intelligence (AI); lack of funding; procurement processes; and innovation with limited funding/chargeback. Some key quotes below sum up their responses:



Balancing the speed of technology and business's appetite to consume it with fiscal responsibility, security and efficiency.



Driving technology innovation with limited funding and resources, while delivering secure, reliable services that enable state agencies to realize their missions.



It can be frustrating and difficult trying to deliver exceptional customer experience when dealing with outdated technology. At the same time, we must ensure that emerging technology, like AI and cybersecurity modernization, is implemented responsibly and equitably across agencies.



The top challenge is striking a balance between innovation and risk. As new emerging technologies advance governments' ability to deliver inclusive public-facing digital services, the state CIO's role is to ensure innovation is conducted responsibly with the appropriate guardrails.

Finally in this section, we asked CIOs for one critical piece of advice they would give to a new state CIO. Because of the variations of CIO tenure in this year's respondents, perspectives may be different, but common themes emerged. CIOs advised building strong relationships with staff, agencies, the legislature and vendors; getting help from NASCIO and peers; putting people first; and gaining/securing executive/governor support. A few quotes are below:

Understand that most of your job has nothing to do with IT.



Technology alone won't drive transformation; it's the trust and alignment you build across the organization that makes lasting change possible.

Get out there and meet people, within the organization, other agencies, other states, municipalities, vendor partners... relationships are the currency of our job.



Every day requires agility across all dimensions of leadership.

Challenge the perceived guardrails, they were put there by someone else.



Success in this role isn't just about technology; it's about trust, collaboration and understanding how to navigate the complexities of government to drive outcomes.

You do not have to be the expert on everything. Your team is critical. Surround yourself with people with various backgrounds and opinions.

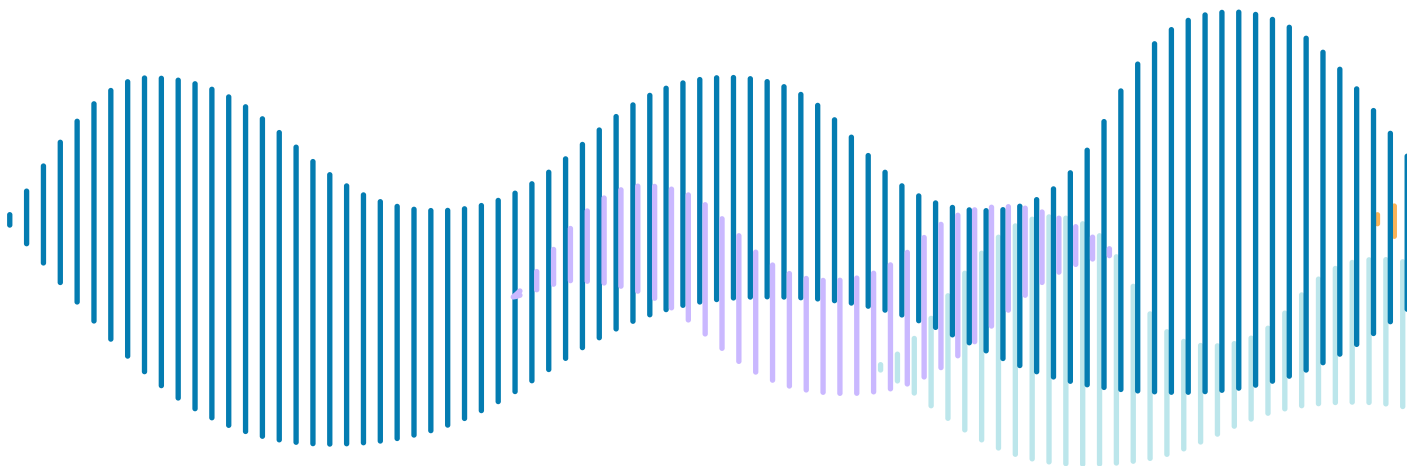


Become comfortable with being uncomfortable - daily challenges are beyond technology.

Being ready to make mistakes is essential for driving innovation and learning. Mistakes are inevitable in a fast-changing tech landscape, but they provide powerful lessons when approached with humility and reflection. Embracing setbacks as growth opportunities encourages a culture of resilience and continuous improvement. True leadership lies in owning missteps, learning from them, and using that insight to guide smarter decisions moving forward.

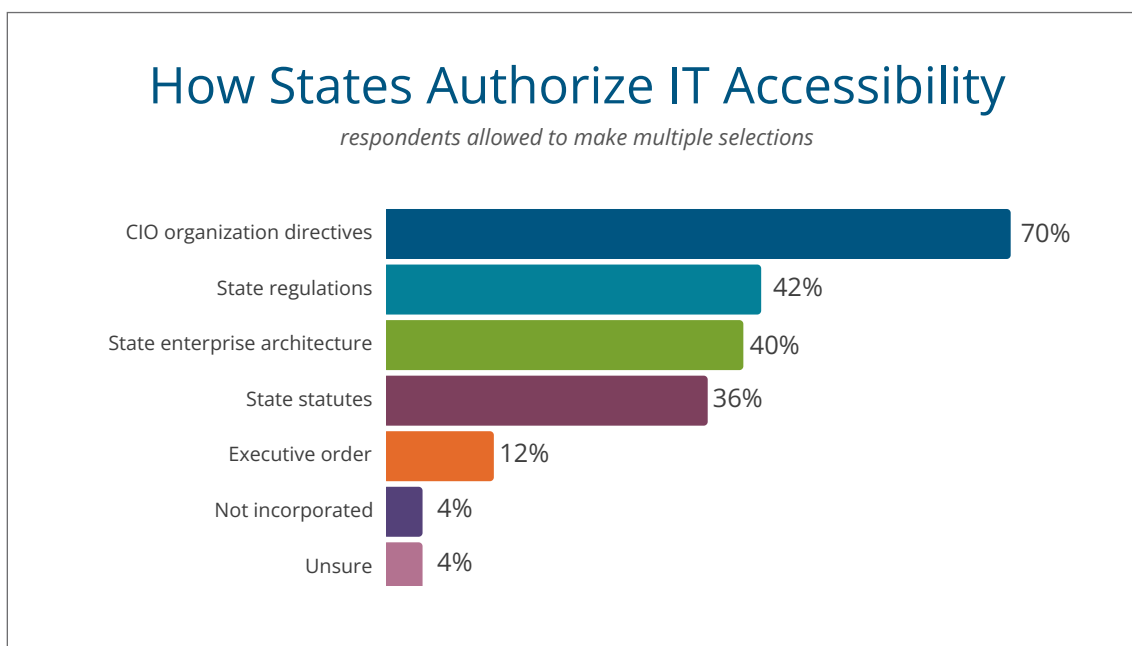


I have seen CIOs either ride the wave or get swept away with the riptide. If you don't take the time to appreciate the system that you are working in and aspire to blow it all apart, it will often be the latter.



IT Accessibility

The [2024 DOJ Final Rule on Web and Mobile App accessibility](#) has sparked a renewed national push for digital equity, leading to IT accessibility claiming the number ten spot on The [2025 State CIO Top 10 Priorities List](#). In this year's State CIO survey, 70 percent of CIOs indicated that IT accessibility is incorporated in their organization's directives, followed by 42 percent stating digital accessibility is incorporated into their state's regulations. Forty percent said it is part of the state's enterprise architecture.



Open-ended responses suggest that some states have gone beyond general Americans with Disabilities Act (ADA) compliance, updating and revising current accessibility policies to exceed federal regulations. Examples include codifying and enforcing state statutes, conducting formal annual reviews and establishing statewide design frameworks that prioritize accessibility on the same level as cybersecurity and privacy.

One of NASCIO's key accessibility recommendations is to [hire a statewide accessibility coordinator](#). As of 2025, our survey data confirms that 52 percent of CIOs have onboarded a statewide IT accessibility coordinator within their organization, while 14 percent are in another state agency. Thirty-four percent of CIOs do not have an IT accessibility coordinator in any capacity. One state noted being denied three separate requests for funding to hire a coordinator and conduct compliance testing, underscoring findings from the next survey question.

When asked if the CIO organization has funding to support IT accessibility services, 54 percent of states answered no. Open-ended answers suggest states fund digital accessibility by combining general budgets with statutory streams, agency self-funding and one-time appropriations. While some states have strong centralized support and dedicated funds, others face challenges such as sustaining initiatives, uneven agency participation and funding gaps between assessment and remediation.

When asked if their state government provides IT accessibility services to local governments, 54 percent of CIOs stated they do not. Thirty percent of CIOs reported that services are provided through their organization, while 16 percent said they are provided by an outside agency. Open-ended responses suggest that providing IT accessibility support services to localities is generally voluntary and resource-based, not regulatory or comprehensive. Local governments may find it difficult to engage with available services when there are few ongoing support programs and outreach attempts from the state.

Does the CIO Organization Have Funding to Support IT Accessibility Services?



Yes 46%

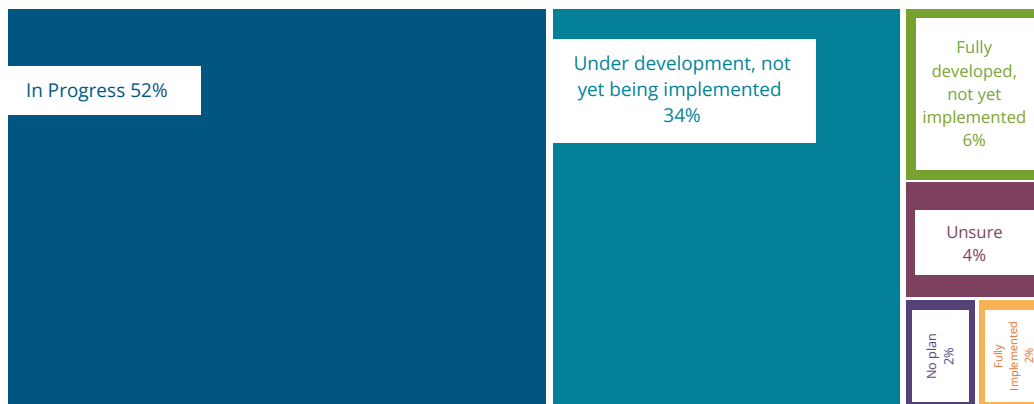


No 54%

When asked about their state's progress in implementing the US DOJ final rule on web and mobile app accessibility, 52 percent of states reported that implementation is in progress, while 34 percent of states have a plan under development but not yet implemented. Only one state has fully implemented its plan ahead of the April 2026 deadline.

In some cases, responsibility for DOJ rule compliance is assigned to individual agencies. The CIO's office may provide support, but agencies are expected to execute their own programs. Open-ended responses highlight funding as a major obstacle. While available funds may support initial assessments and help achieve basic compliance goals, they often fall short of covering the full remediation costs required to meet digital accessibility needs on a statewide scale.

State Progress in Implementing DOJ Final Rule on Web and Mobile App Accessibility



Since the DOJ final rule also applies to [third-party vendors under state service contracts](#), we asked CIOs how they ensure the procured and installed technology complies with accessibility standards. States reported using multiple methods, shown in the table below:

How States Ensure Third-Party Compliance with IT Accessibility Standards

respondents allowed to make multiple selections

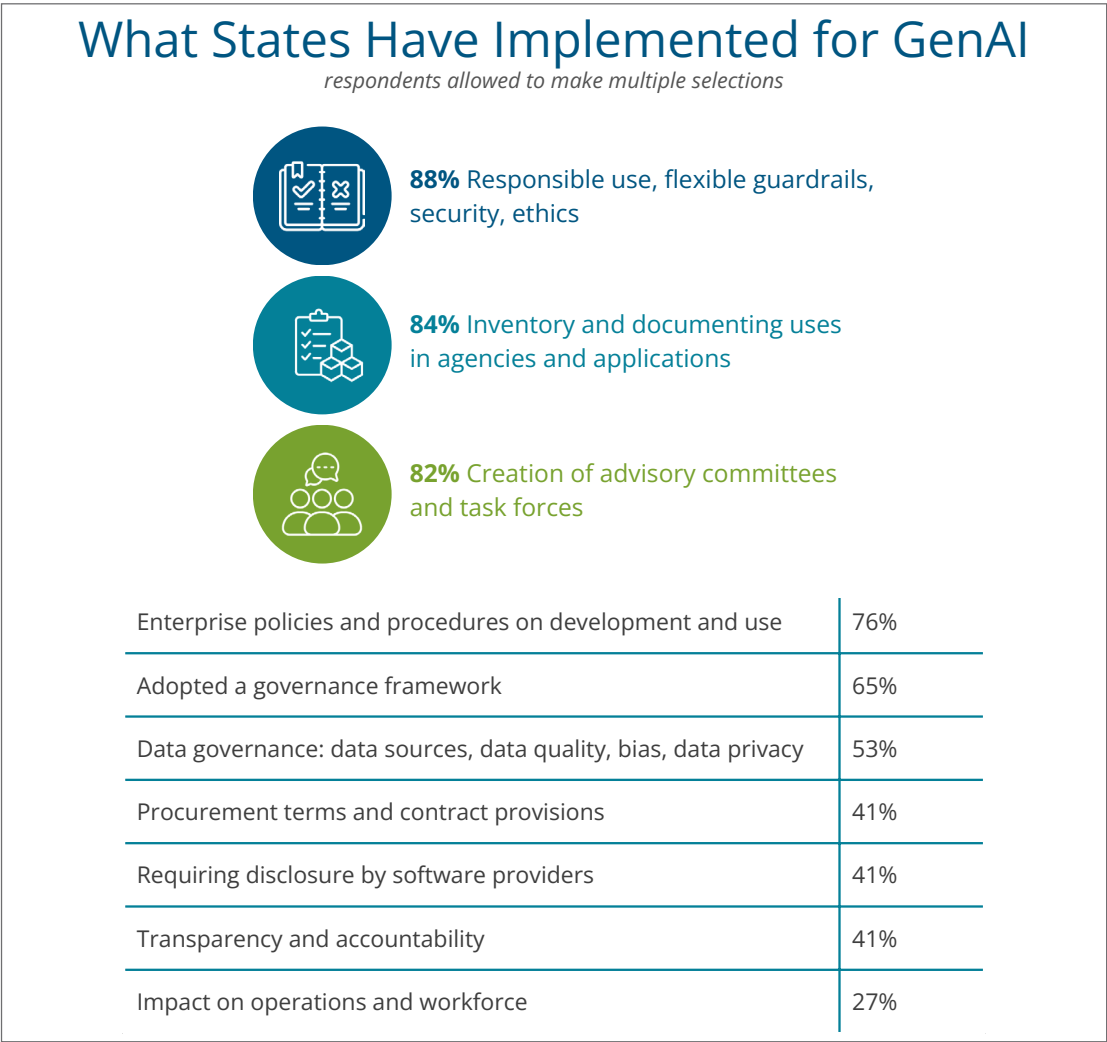
Contractual terms and conditions	92%
State employee feedback	36%
Regular audits	22%
Vendor training programs	12%
Not monitored	6%

While an overwhelming majority of states have accounted for accessibility in their contractual terms and conditions, states are also using other methods like employee feedback, regular audits, vendor training and accessibility checkpoints within projects. In sum, IT accessibility has many benefits for state governments, local governments and their citizens. Learn more about the benefits of digital accessibility and the cost of inaction in NASCIO's publication, [Beyond Compliance: The Economic Case for Digital Accessibility](#).

Generative Artificial Intelligence

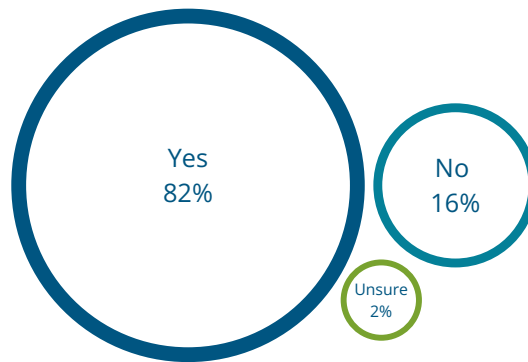
There is perhaps no technology that has moved as quickly and changed as fast in the last year as generative artificial intelligence (GenAI), and our survey results reflect that. Through our recent [publications](#), NASCIO continues to explore current and potential uses cases of GenAI in state government to improve efforts such as accessibility, citizen services, procurement and cybersecurity. This year we asked how states are specifically using GenAI, what actions the state has adopted around the technology, how states are using it in IT procurement and what state CIOs would like to see from federal AI legislation.

As we did in 2024, we asked CIOs which action items regarding GenAI have been implemented in their states. Over 60 percent of respondents indicated that at least one of the following GenAI practices has been implemented. Each one has a higher adoption rate than it did a year ago.



When asked if employees in the CIO’s organization use GenAI tools in their daily work, 82 percent said yes (up from 53 percent just a year ago) 16 percent said no (down from 29 percent a year ago). Two percent of respondents were unsure. This represents a big leap in the willingness of the CIO organization to allow the use of GenAI as well as an acknowledgement that this technology is highly accessible to anyone who wants to use it—sanctioned or otherwise.

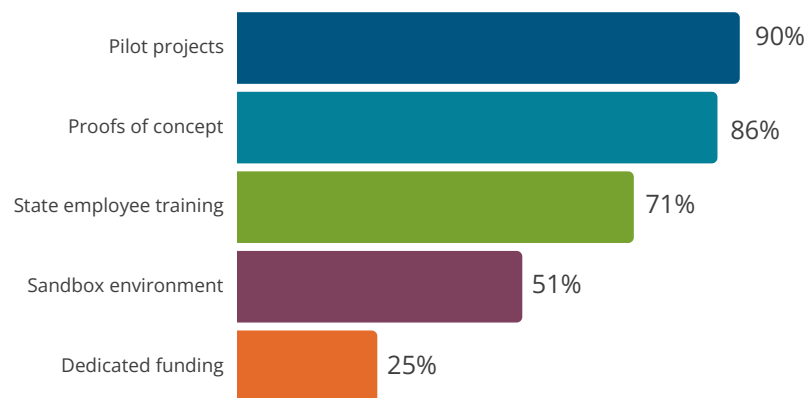
Are employees in the CIO organization using GenAI tools in their daily work?



We found that in 2025 most states are certainly giving GenAI a try with low-risk approaches. We asked CIOs what GenAI activities are in place in their state and 90 percent said they are doing pilot projects, 86 percent are doing proofs of concept, 71 percent are training employees and 51 percent are using a sandbox environment. Funding remains a challenge however, with only 25 percent reporting that they have dedicated funding for GenAI.

GenAI Activities in Place in States

respondents allowed to make multiple selections



This year, we also asked state CIOs about specific GenAI use cases in their state and responses show that the majority of uses cases are still internally facing, aimed at improving workforce productivity and service delivery. States are using GenAI for drafting, reviewing and summarizing policy documents, legislation and contracts; providing translation and accessibility reviews; and supporting legislative tracking and budget analysis. They are also using GenAI productivity tools to streamline employee onboarding, training and help desk support and administrative tasks. Technical teams are using it for code generation and review, test data creation and cybersecurity event analysis.

However, states are also starting to look to GenAI for external uses, to enhance citizen services through public-facing chatbots and virtual assistants for licensing, permitting, unemployment and benefits inquiries as well as improving call center efficiency. Clearly, GenAI is becoming embedded across core government functions, and the future is in citizen services. As one state CIO said, “While there is great focus on how GenAI can reduce costs and streamline processes, states must also consider how it can improve customer experience, accessibility and equity. Rather than use GenAI solely to cut costs, government should use it to bring services to more people, in more locations, at all times of day.”

Next, we asked CIOs if they are using GenAI for IT procurement and if so, how. For those that shared how they are using it, the most common response was for document drafting and review such as RFPs, requirements and contractual language. Some are also using GenAI for analyzing solicitation responses and vendor performance. Three states mentioned that they are adding AI-specific clauses to contracts. One state shared that a product they are starting to use will “speed up the contracting cycle and improve accuracy by reducing manual effort and errors.” A number of states also reported no current use of GenAI in IT procurement.

This past year Congress has considered provisions that put a ten-year moratorium on states regulating AI. We asked state CIOs what provisions they would support or not support in a comprehensive federal AI bill if states are included in the language.

There was broad support for the following:

- **Federal baselines** that set clear national standards—particularly for transparency, data privacy, algorithmic accountability, security and bias prevention—while allowing states to go beyond those standards.
- **Federal funding** to support AI innovation, workforce development, training, infrastructure modernization and privacy and security initiatives.
- **Consistent procurement language, security requirements and interoperability standards** to streamline operations across states.

What they didn’t want was the following:

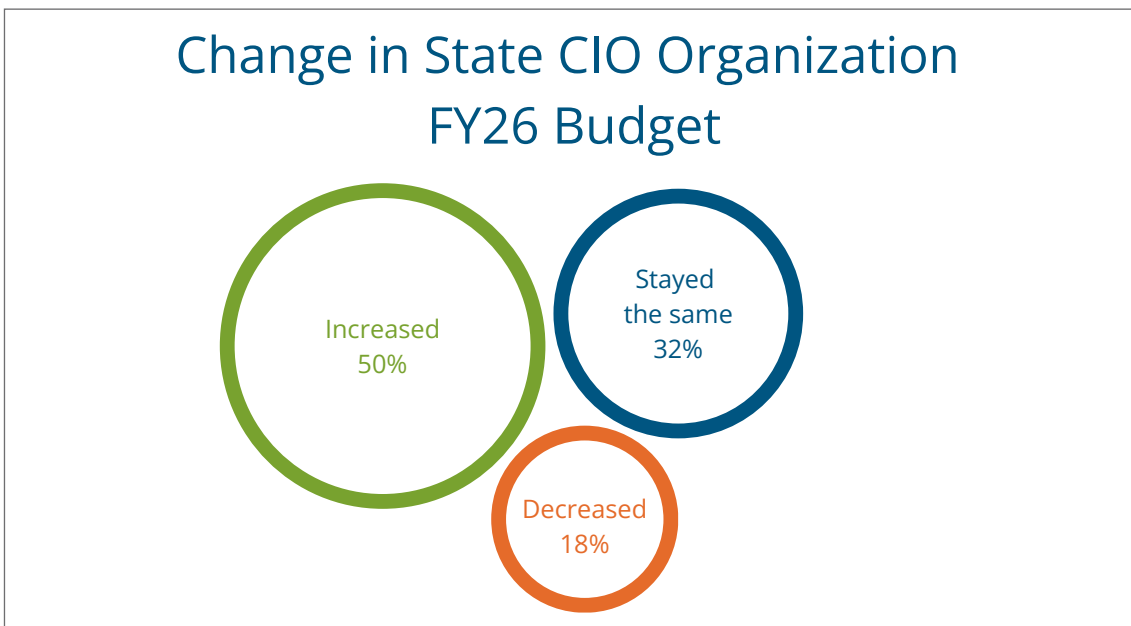
- **Preemption of state authority or moratoriums** that limit states’ ability to regulate AI.
- **Overly prescriptive mandates** that are perceived as too rigid, slow-moving or disconnected from the pace of technology.

Despite the growth in GenAI use over the last year, and the promise of agentic AI in the coming year, challenges remain in the areas of funding, governance, data and change management. One state CIO told us, “We are seeing a surprising push back against AI... more than those that are willing and interested to use it. This simply adds a bit more of a challenge to adopt and leverage it.”

Modernization/Innovation Funding

In the last few years NASCIO has noticed a trend in states providing supplemental funding to the CIO organization for spending dedicated to IT modernization and/or innovation. With the level of technical debt in the states, these options have been valuable to the modernization agenda. This year, we wanted to learn more about this, so we asked state CIOs about their budgets as well as any supplemental modernization or innovation funds.

First, we asked about overall budget changes for FY26 in the CIO organization. Half of respondents (50 percent) said their budget had increased. Eighteen percent said their budget decreased and 32 percent said it stayed the same.

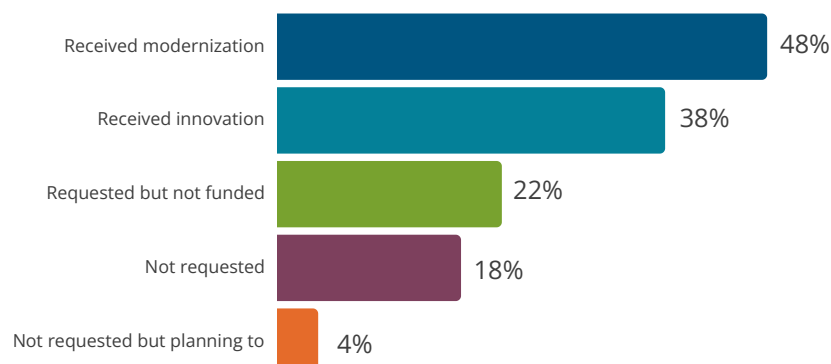


We also wanted to know if recent federal funding reductions to state agencies have affected the state CIO organization, and how. Many answered that the cuts had not yet impacted their office, but they expected some impact down the road. Others answered that cuts had resulted in at least some impact if not significant impacts. One state CIO wrote, "We have a chargeback model, and as the federal changes impact our agencies, we will see impact on their level of resourcing." Another wrote, "Very much so. CISA's (Cybersecurity and Infrastructure Security Agency) funding being cut will impact our office."

Next, we wanted to learn more about supplemental technology modernization and/or innovation funding specifically. Forty-eight percent said they had received modernization funding and 38 percent said they had received innovation funding. Twenty-two percent said they had requested funding but had not received it while four percent said they plan to request it. Eighteen percent said they had not requested or received funding.

State Supplemental Technology Modernization and/or Innovation Funding

respondents allowed to make multiple selections



As far as how the funding is provided, about half (48 percent) say it was through general appropriations, a quarter (26 percent) said it was one-time special funding and smaller percentages said IT bonds (seven percent) or agency assessment (four percent). A few states chose “other” writing that it was a combination of types of funds, or it was through the State and Local Cybersecurity Grant Program.

Through open-ended responses we learned that states access innovation and modernization funds through a mix of centralized CIO-managed programs, formal application and review processes and budget appropriations. In many cases, the CIO or central IT organization controls the funds and applies them to enterprise-wide priorities, shared services or core IT infrastructure. Where agencies can apply directly, they often submit proposals which are evaluated for strategic alignment, readiness, impact and urgency, with some states using competitive ranking or committee review. Funding may also come from legislative line-item appropriations, capital improvement plans or targeted allocations for specific projects. A few states have dedicated modernization funds, such as multi-year appropriations for technology upgrades.

These programs can be very successful for states. One state CIO told us, “We were funded for an innovation and modernization grant program in the past and had a lot of success with high-impact, low-cost, fast-to-market projects outside of the budget process.”

Cloud

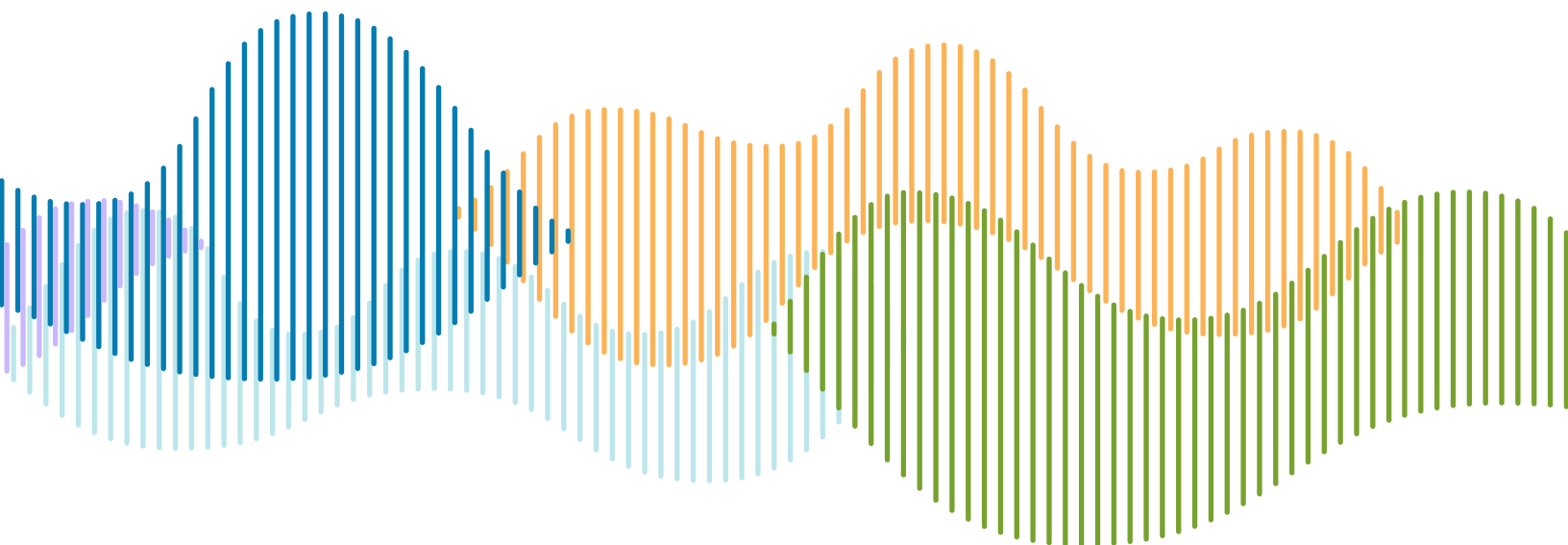
In this year's survey, we asked state CIOs how they would describe their current architectural cloud services model, considering private, hybrid, within-state-borders and CIO-hosted as potential choices. All respondents indicated they have a multi-cloud environment that can be described as a hybrid cloud strategy. Respondents referred to this approach using terms such as "cloud smart," "mixed," "distributed hybrid" and "cloud marketplace." These terms describe an intent for flexibility in brokering the best solution based on the need. This approach has the added effect of expanding the state government cloud portfolio which increases complexity in managing the statewide IT investment portfolio.

Some of the respondents provided descriptions of their motivations for moving to cloud including application modernization; alternatives to internal development; cost optimization; reduced time to market; implementation of leading-edge technologies; and aging hardware. Respondents also told us that a hybrid cloud model provides significant advantages from better cost control and service optimization to scalability and provider diversity. Respondents from states with federated governance structures also describe agency autonomy in selecting software-as-a-service (SaaS) solutions which also potentially expands the state government cloud portfolio.

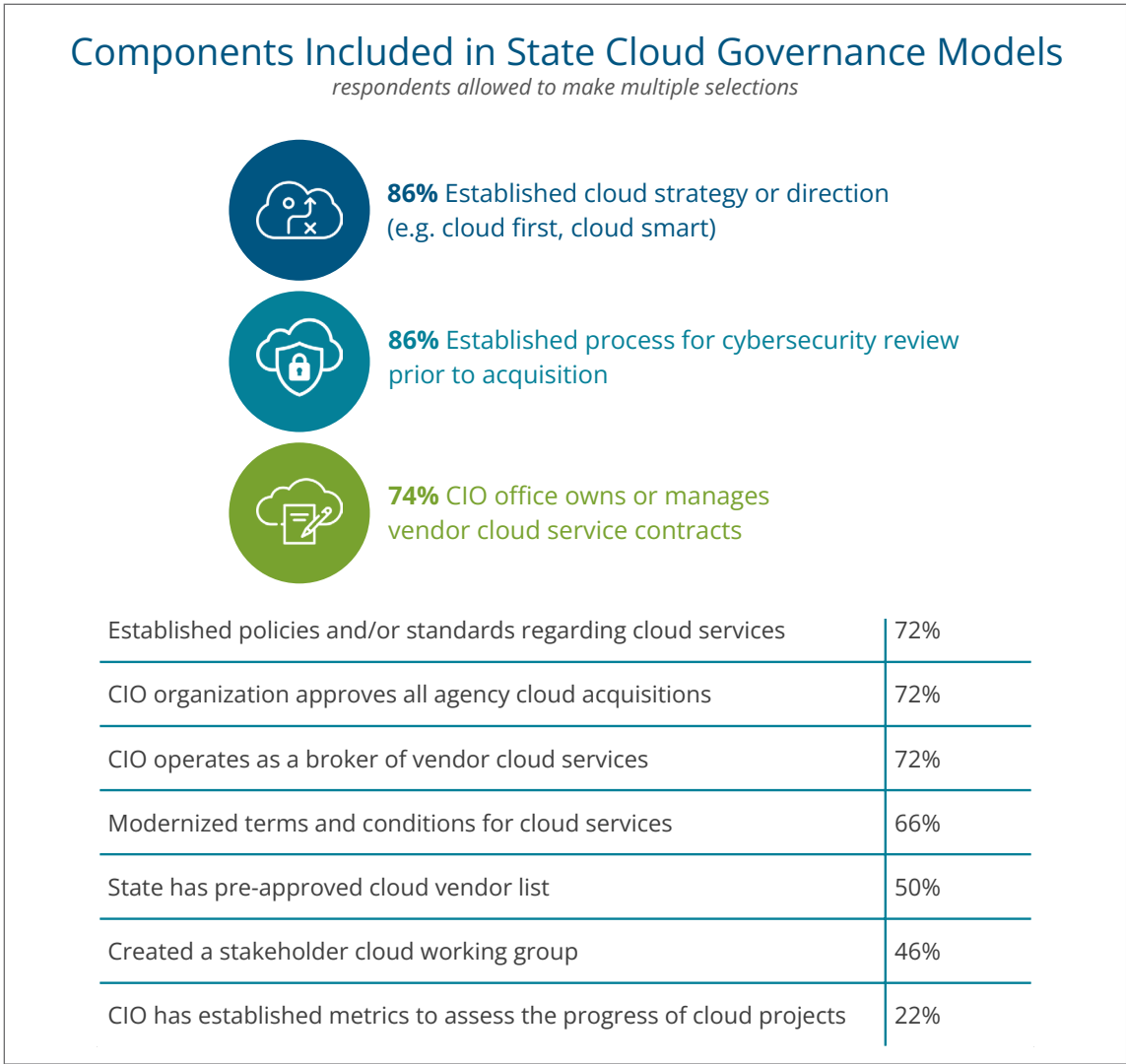
Several states told us they have implemented a cloud center of excellence (CCoE) or an enterprise cloud team that is in place providing strategic guidance, best practices and governance frameworks to facilitate the adoption and management of cloud computing across state agencies and governing authorities. The key objectives of such a team include:

- Design, establish, provision and administer enterprise cloud hosting environments
- Develop, procure and manage enterprise cloud service contracts
- Establish and execute enterprise cloud budgets
- Enhance security, scalability and cost efficiency in statewide cloud operations

Responsibilities of the state CCoEs varied from defining necessary roles, responsibilities and skillsets for a cloud workforce to making cloud purchases on behalf of agencies.



We asked our state CIOs what components are currently included in their state cloud governance model. Clearly states are moving forward with significant oversight regarding cloud services investment portfolios. The top components are:



We asked our state CIOs what categories of services they have migrated or plan to migrate to the cloud. In comparing these results with those reported in 2023, there is a general increase in the percentages of service migrations that are complete. The top four categories of services migrated to cloud for both 2023 and 2025 are email/calendar; collaborative platforms; service management; and project and portfolio management.

Categories of Services/Functions States Have Migrated to the Cloud

	Done	Ongoing	Planned	Unsure
Email/calendar	94%	6%	0	0
Collaboration platforms	75%	23%	0	2%
Service management	46%	40%	10%	4%
Project and portfolio management	38%	28%	19%	15%
Human resources/payroll/personnel	38%	35%	21%	6%
Mainframe	37%	19%	23%	21%
Open data	36%	33%	7%	24%
Identity management	32%	51%	13%	4%
ERP	29%	40%	20%	11%
Citizen relationship management	24%	49%	11%	16%
Security	21%	67%	10%	2%
Data management	21%	51%	15%	13%
Digital archives	16%	57%	11%	16%
Disaster recovery / business continuity	15%	65%	15%	4%

We next asked states if they had implemented mainframe-as-a-service and 42 percent have while 58 percent have not. Many states provided additional commentary on this topic relevant to their cloud services governance. Seventeen respondents commented that they are or will soon be completely off the mainframe.

States that have Implemented Mainframe-as-a-Service



Yes 42%



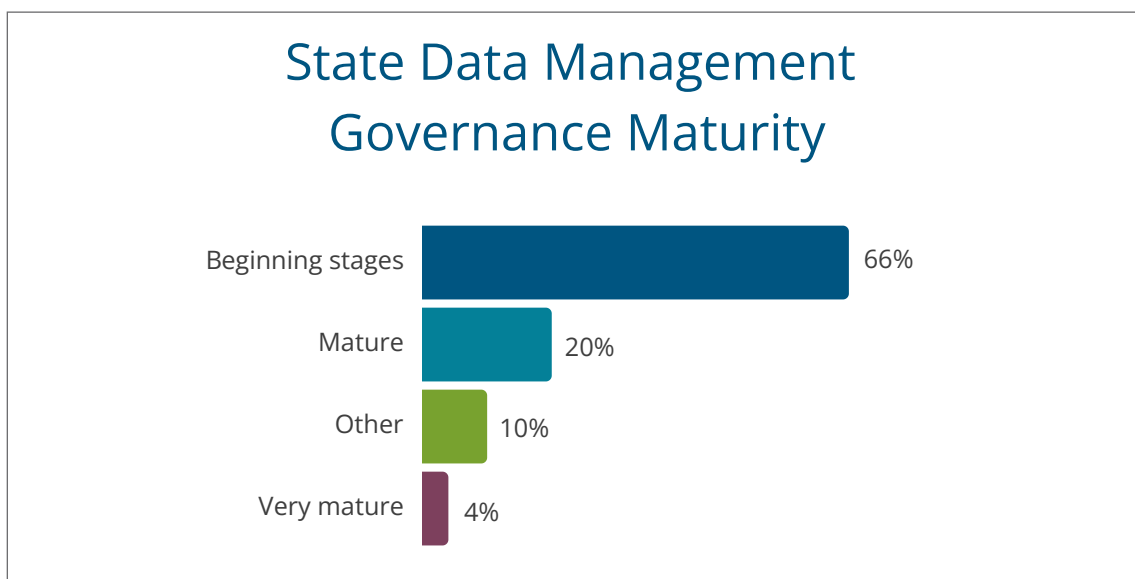
No 58%

Data Governance and Management

Data management and analytics have been represented in the [State CIO Top Ten](#) every year since 2016, emphasizing how important this capability is to state government in delivering effective outcomes for citizens. For 2025, data management and analytics has risen to the number four spot on the Top 10. With that understanding, we addressed data management in the 2025 State CIO Survey as a revisit to see what progress may have occurred in data governance and management.

We first asked our state CIOs to describe the current maturity of their state data management governance and the responses are similar to when we asked in [2023](#). Four percent of respondents consider their data governance as very mature—an option we did not include in 2023—and this new rating helps us further clarify where states see themselves on the maturity scale. This may reflect the new emphasis on data governance as part of GenAI initiatives. Clearly the benefits of GenAI, as well as other advanced insight enabling analytics, help drive the imperative for investing in and maturing state government data management.

Despite the growth on the maturity scale, we still see the great majority in the beginning stages which reflects just how challenging it is to move up the maturity curve in data management. Yet, this imperative exists with GenAI continuing to put pressure on states to invest in data literacy, data quality and data sharing.



Those that responded with “other” further clarified with comments such as:

- “At the enterprise level we are mature. Agency level is in the beginning stages.”
- “It’s rather hit and miss by agency.”
- “We’re somewhere between beginning and mature.”

States consistently noted variation in data maturity across agencies, ranging from basic awareness to strategic integration and advanced practices. These comments reflect the disparity in data management maturity across the state government enterprise.

From the comments to this question, we also learned that many states are making progress in enterprise-wide foundational capabilities like implementing enterprise data governance frameworks; statewide data strategies; data sharing agreements; ethical use policies; and early development of data classification and labeling. We also learned that some progress has been made in data privacy governance with structured guidance and increasing awareness. Some states are investing in data architecture practices, including strategic data integration tools.

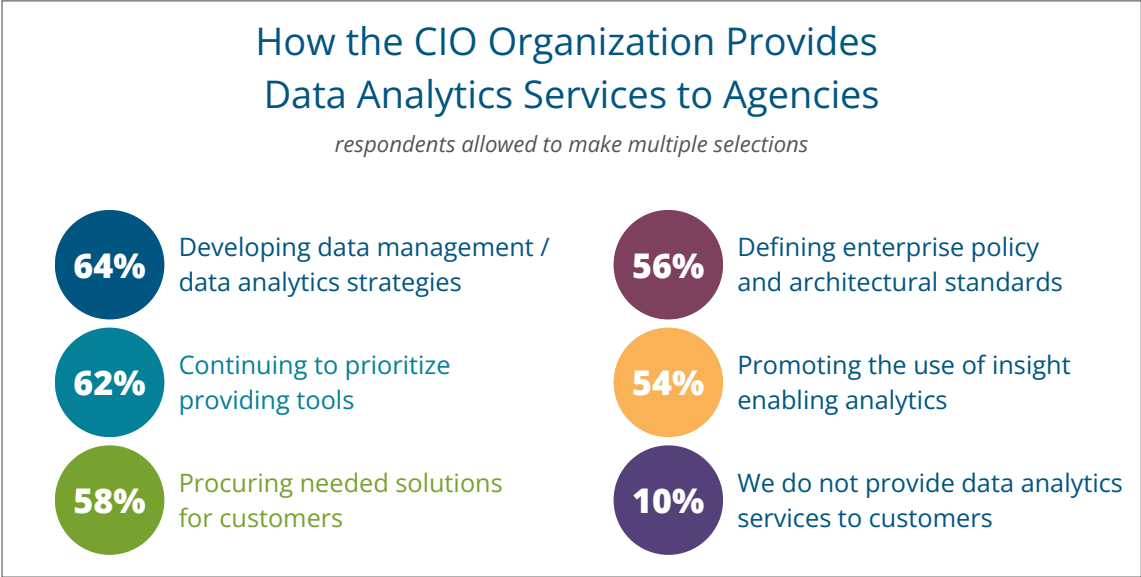
Despite this progress, funding remains a challenge. A few states reported that initial investments in data governance planning were made but not sustained in future budget cycles, leading to a slowdown or pause in new initiatives.

We also asked our state CIOs where they are currently applying data analytics. The top applications are:

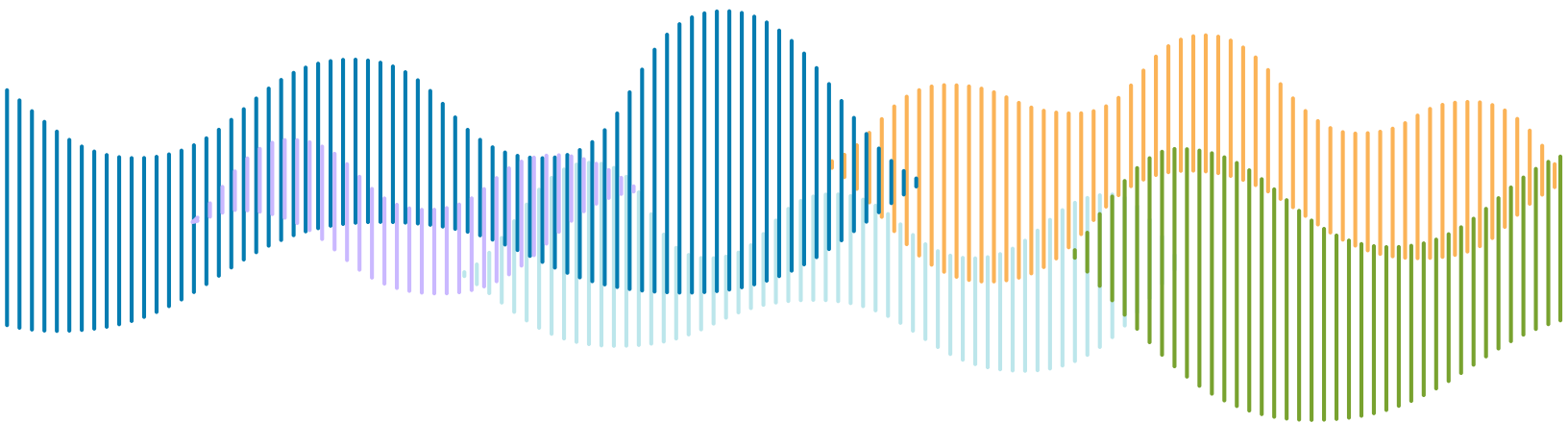
How States are Using Data Analytics	
<i>respondents allowed to make multiple selections</i>	
Creating enhanced dashboards and meaningful reports	94%
Fraud prevention/detection/response	74%
Transparency and accountability to citizens	71%
Surfacing insights from the data or insight-enabling capabilities	65%
Data-driven policy making	63%
Ease of combining data from multiple sources	61%
Workforce planning and analytics	55%
More efficient public service delivery	51%
Performance-based budgeting	39%

There has been good progress in developing dashboards, more efficient service delivery, meaningful reports, fraud detection, employing insight enabling analytics and data driven policy making. One particular application to continue to watch is the ability to combine data from multiple sources. This is critical as states work toward whole-of-citizen services, or more robust analysis of possible correlations.

We next asked how the state CIO organization is currently providing data analytics services to customer agencies.



The good news is that states offering more services and consulting in data management, analytics strategy and defining policy and architectural standards have been able to sustain both the work itself and the critical relationships that enable it. From the comments to this question, we also learned that there are examples of assembling cross agency teams to drive the culture and foster innovations in data-driven decision making. There are also examples of states consulting with other states on best practices.



State and Local Collaboration

No matter the initiative or issue area, collaboration between state and local governments is imperative to achieve statewide goals. With that in mind, we asked CIOs what services they offer to local governments:

Top 5 Services CIO Organizations Offer to Local Governments

respondents allowed to make multiple selections

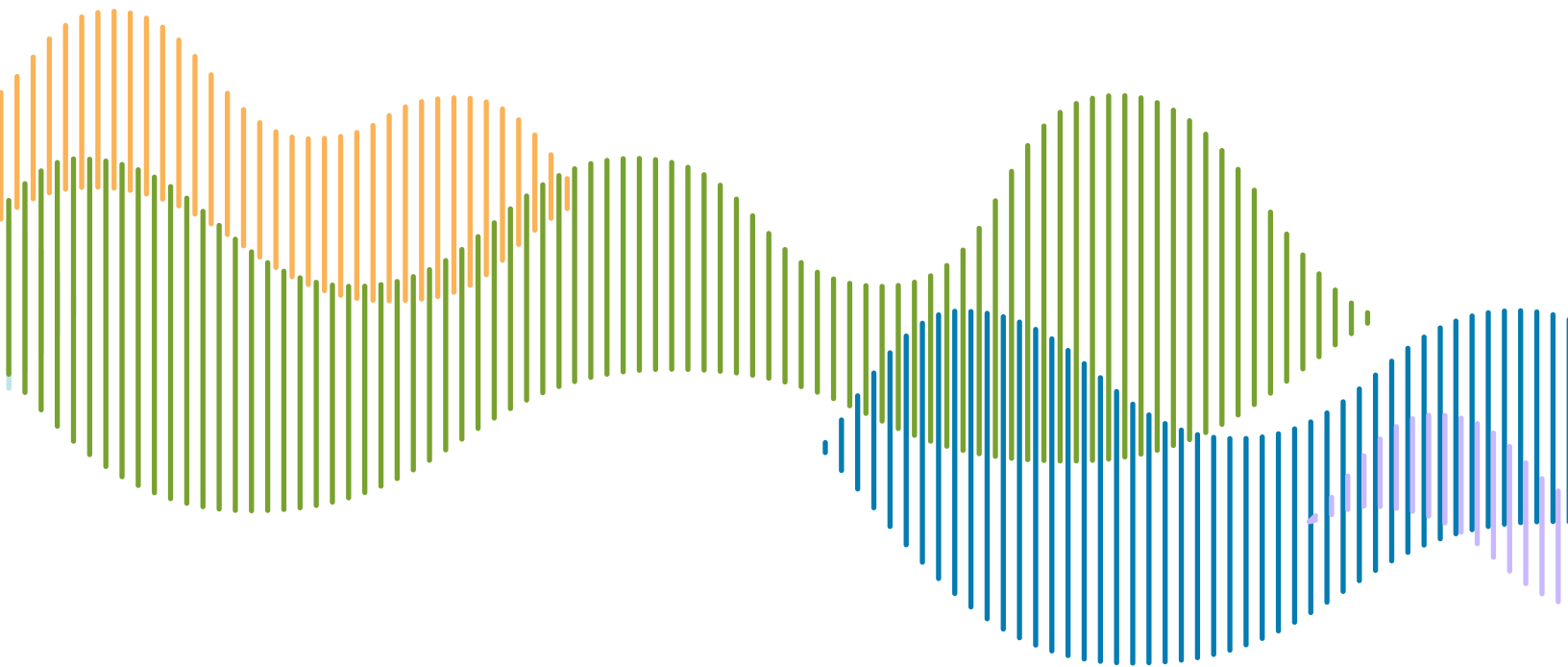
- 1 GIS (51%)
- 2 Network services (47%)
- 3 Co-location (43%)
- 4 Security services/infrastructure (40%)
- 5 Data center hosting (38%)

Endpoint detection and response	36%
Vulnerability assessments	36%
Cloud services/hosting	28%
Email / office productivity / collaboration	28%
IT consulting / business analysis / solutions engineering	28%
IT training	26%
Website hosting	26%
Backup services	23%
Business continuity / disaster recovery	23%
Digital government/portal	23%
Telephony/VoIP	23%
CISO-as-a-service	21%
Desktop/laptop/printer purchasing	21%
Identity and access management	21%
Video/web conferencing	21%

The top services offered to local governments include GIS, network services, co-location, security services and data center hosting. In the [2022 State CIO Survey](#), network services, data center hosting, security services and GIS were also the top four services offered to local governments, marking a consistent demand for them. Two states noted using the federal State and Local Cybersecurity Grant Program (SLCGP) to support local governments, while at least two other states allow localities to use services

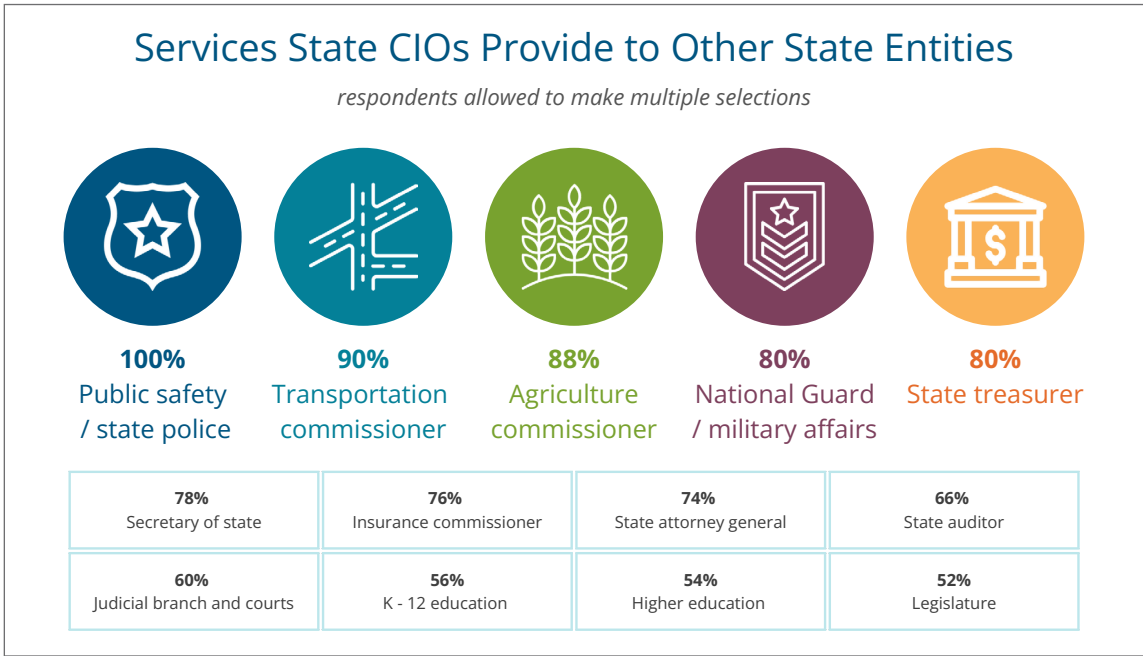
procured through state contracts. Beyond the SLCGP, CIO organizations collaborate with localities in other ways, such as hosting regular meetings, forums and statewide conferences to share best practices across major issue areas. Some participate in statewide initiatives focused on cross-agency collaboration to better whole-of-state IT infrastructure.

CIO organizations continue to offer cybersecurity awareness training and technical assistance, such as incident response planning, assessments for vulnerable systems and cloud / identity management guidance. However, in some states, statutes limit support services to executive branch agencies only.



Service Delivery

In the final section of this year’s state CIO survey, we asked about service delivery for the CIO organization. There has been much discussion over the past several years about who a CIO office provides services to—that is, are services being provided to other branches and constitutionally elected officials? While we haven’t asked this question formally before, anecdotally we do know that historically a small number of CIO organizations provided services to other branches of governments. For 2025, we posed this question to state CIOs:

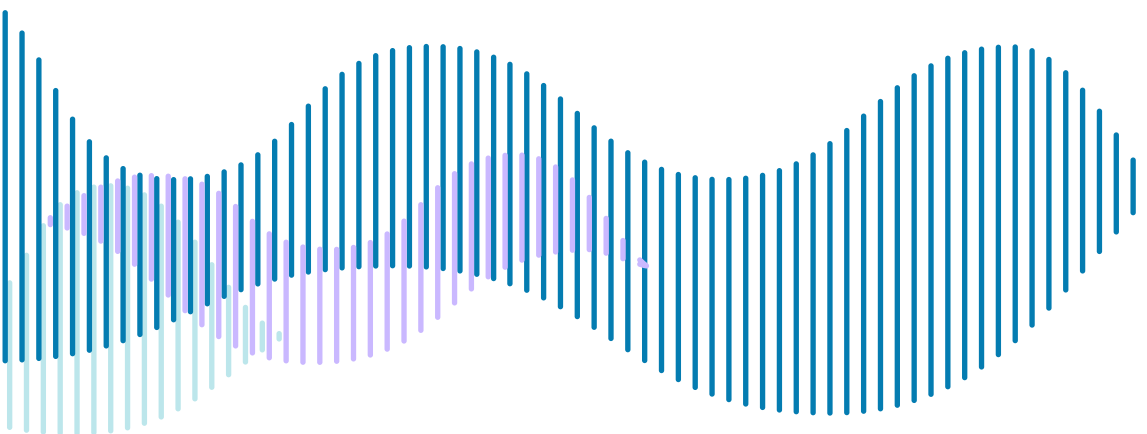


Anecdotally, it stands out to us that service delivery to constitutionally elected offices such as the state treasurer, secretary of state, state attorney general and state auditor has increased significantly over the past several years. Likewise, the judicial and legislative branch service delivery percentage is much higher than it was several years ago. It is also interesting that K-12 and higher education is as high as it is. We can only surmise that it could be due to more states moving to a whole-of-state cyber model and increased collaboration because of increasing sophistication of cyber threats.

Finally in this section we asked an open-ended question about whether the CIO expects the organization's service delivery model to change over the next one to three years. A few trends emerged: CIOs highlighted increased consolidation and centralization, greater emphasis on customer experience, ongoing modernization of legacy systems, streamlined operations and expanded services to more agencies. Perhaps we can expect service delivery to other branches of government to increase the next time we ask this question. Additionally, CIOs noted the following expected changes:

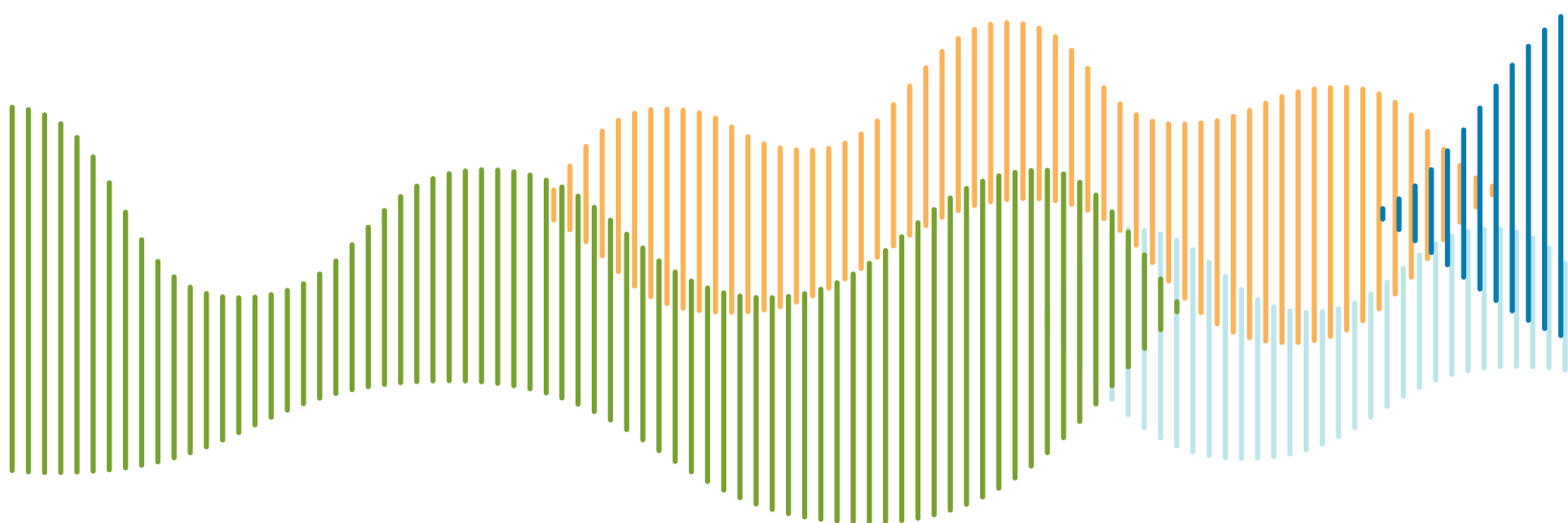
- Streamlining service catalogues, rates and billing
- Implementing centers of excellence focusing on cloud and AI
- Increasing automation and AI-powered tools
- Emphasizing digital equity
- Prioritizing emerging technology delivery
- Moving to more managed services and outsourcing

Of course, expanded service delivery will require changes to cost recovery and expanded funding which can be an uphill battle. As one CIO told us, "Major changes would also require changes to funding or funding models which are more difficult to garner support for." And beyond funding, it's possible that the way in which the CIO organization works will also evolve. Another CIO told us, "The expansion of shared services demands new ways of working." Indeed, CIOs will need to keep many of these things in mind when planning for future service delivery models.



Full Speed Ahead

It certainly seems as though state CIOs know that their tenure in state government will move pretty fast. They are also acutely aware that they must stop and look around once in a while or they could miss some important things. Increasingly state CIOs are being asked to lead initiatives around the adoption of emerging technologies from an enterprise perspective. Time will tell how the issues we covered in this survey will change in the coming years, but it doesn't look like anything is slowing down at the moment. Full speed ahead is the name of the game for today's state chief information officer.



States Participating in the Survey

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Secretary of Information Technology

State of Alaska

Bill Smith
Chief Information Officer

American Samoa

Ray Tulafono
Chief Information Officer

State of Arizona

J.R. Sloan
State Chief Information Officer

State of Arkansas

Jay Harton
Director and Chief Technology Officer

State of California

Liana Bailey-Crimmins
Chief Information Officer and Director

State of Colorado

David Edinger
State Chief Information Officer and OIT Executive Director

State of Connecticut

Mark Raymond
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State of Delaware

Gregory Lane
Chief Information Officer

State of Florida

Warren Sponholtz
Chief Information Officer

State of Georgia

Shawnzia Thomas
State Chief Information Officer and GTA Executive Director

State of Hawai'i

Christine Sakuda
Chief Information Officer

State of Idaho

Alberto Gonzalez
Chief Information Officer

State of Illinois

Brandon Ragle
Secretary and State Chief Information Officer

State of Indiana

Warren Lenard
State Chief Information Officer

State of Iowa

Matt Behrens
Chief Information Officer

State of Kansas

Jeff Maxon
Chief Information Technology Officer

Commonwealth of Kentucky

Jim Barnhart
Chief Information Officer

State of Maine

Nicholas Marquis
Acting Chief Information Officer

State of Maryland

Katie Savage
Chief Information Officer and Secretary

Commonwealth of Massachusetts

Jason Snyder
Secretary and Chief Information Officer

State of Michigan

Laura Clark
Chief Information Officer

State of Minnesota

Tarek Tomes
Commissioner and Chief Information Officer

State of Mississippi

Craig Orgeron
Chief Information Officer

State of Missouri

John Laurent
Chief Information Officer

State of Montana

Kevin Gilbertson
Chief Information Officer

State of Nebraska

Matthew McCarville
State Chief Information Officer

State of Nevada

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State Chief Information Officer

State of New Hampshire

Denis Goulet
Commissioner / Chief Information Officer

State of New Jersey

Christopher Rein
Chief Technology Officer

State of New Mexico

Many Barreras
Cabinet Secretary and State Chief Information Officer

State of New York

Dru Rai
State Chief Information Officer and Director

State of North Carolina

Teena Piccione
Secretary and State Chief Information Officer

State of North Dakota

Corey Mock
Chief Information Officer

State of Ohio

Katrina Flory
State Chief Information Officer / Assistant Director

State of Oklahoma

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About NASCIO

Founded in 1969, the National Association of State Chief Information Officers (NASCIO) represents state chief information officers (CIOs) and information technology (IT) executives and managers from the states, territories and District of Columbia. NASCIO's mission is to advance government excellence through trusted collaboration, partnerships and technology leadership. NASCIO provides state CIOs and state members with products and services designed to support the challenging role of the state CIO, stimulate the exchange of information and promote the adoption of IT best practices and innovations. From national conferences to peer networking, research and publications, briefings and government affairs, NASCIO is the premier network and resource for state CIOs.