

NASCIO 2027 State CIO Top Ten

Purpose of this survey

The "State CIO Top 10" is used by the NASCIO Executive Committee and chartered committees and forums to develop strategies, initiatives, programs and deliverables that are directly aligned with your priorities. The Top 10 aggregate results will be published and is one of the most referenced publications that NASCIO produces. Specifically:

- The aggregate results of sections A and B will be compiled and published as the NASCIO 2027 State CIO Top Ten Priority Strategies AND the Top Ten Technologies.
- In Section C we are exploring where states are in their preparation for post-quantum cryptography (PQC).

Confidentiality of responses

We will preserve the confidentiality of the responses to sections A and B of this survey. We will keep your responses to Section C confidential. We will share aggregate or summarized data from that section with the state CIOs only. It will not be published on the NASCIO website.

Completing the ballot

We ask that all parts of this ballot be completed by the state or territorial chief information officer. This should not be delegated to a designee though collaboration with your key staff is encouraged.

Thank you for sharing your thoughts.

ID: 6

1) What is your name?*

2) What is your state?*

- ☐ Alabama
- ☐ Alaska
- ☐ American Samoa
- ☐ Arizona
- ☐ Arkansas
- ☐ California
- ☐ Colorado
- ☐ Connecticut
- ☐ Delaware
- ☐ Federated States of Micronesia
- ☐ Florida
- ☐ Georgia
- ☐ Guam
- ☐ Hawaii
- ☐ Idaho
- ☐ Illinois
- ☐ Indiana
- ☐ Iowa
- ☐ Kansas
- ☐ Kentucky
- ☐ Louisiana
- ☐ Maine
- ☐ Marshall Islands
- ☐ Maryland
- ☐ Massachusetts
- ☐ Michigan
- ☐ Minnesota
- ☐ Mississippi
- ☐ Missouri

- ☐ Montana
- ☐ Nebraska
- ☐ Nevada
- ☐ New Hampshire
- ☐ New Jersey
- ☐ New Mexico
- ☐ New York
- ☐ North Carolina
- ☐ North Dakota
- ☐ Northern Mariana Islands
- ☐ Ohio
- ☐ Oklahoma
- ☐ Oregon
- ☐ Palau
- ☐ Pennsylvania
- ☐ Puerto Rico
- ☐ Rhode Island
- ☐ South Carolina
- ☐ South Dakota
- ☐ Tennessee
- ☐ Texas
- ☐ Utah
- ☐ Vermont
- ☐ Virgin Islands
- ☐ Virginia
- ☐ Washington
- ☐ Washington, D.C.
- ☐ West Virginia
- ☐ Wisconsin
- ☐ Wyoming

ID: 7

3) What is your title?*

ID: 8

4) What is your email address?*

A. Priority Strategies, Management Processes and Solutions

ID: 11

5) A. Priority Strategies, Management Processes and Solutions

Question: Which of the following strategies, policy issues and management processes will be your state's priority initiatives during the coming year? (Select ONLY Your Top 5)

*

[] **Accessibility:** Ensuring state services, policies, websites, meetings, communication, publications, tools, etc. are accessible; ensuring accessibility is considered in state contracts, solicitations and the procurement process; compliance with DOJ accessibility rules

[] **Agile and Incremental Software Delivery:** iterative design and incremental development of software solutions; allows for design modifications, prototyping and addition of new capabilities as part of the development process

[] **Artificial Intelligence / GenAI / Agentic AI / Machine Learning:** governance, policies, use cases, security, privacy, workforce skills, data quality, ethical use, overall adoption

[] **Broadband/Wireless Connectivity:** strengthening statewide connectivity opportunities; implementing rural broadband expansion; 5G/6G deployment

[] **Budget, Cost Control, Fiscal Management:** managing budget reduction; managing federal funding; strategies for savings; reducing or avoiding costs; dealing with inadequate funding and budget constraints

[] **Business Architecture:** Starting or maturing the state business architecture practice. Defining roles within the business architecture consulting practice; establishing the necessary discipline and tools for documenting and maintaining the state's business architecture. Training and certifying business architects.

[] **Business Process Improvement:** CIO organization involvement in examining and modifying current business processes to gain effectiveness and efficiencies

[] **Business Relationship Management:** BRM is understood as the broad umbrella encompassing all relationships – for purposes of this ballot we are focusing on corporate partner relationship management; enlisting the external providers as a trusted collaborator; view into the entire supply chain; supportive of the new state CIO operating model

[] **CIO as Broker / New State CIO Operating Model / CIO as Change Leader:** Building the new state CIO operating model in my state; state CIO as a trusted advisor and the ultimate business relationship manager; collaborating with agencies regarding strategy and operations; effectively managing industry partners

[] **Cloud Services:** cloud strategy; proper selection of service and deployment models; governance; service management; security; privacy; procurement; managing a multi-cloud ecosystem

[] **Consolidation/Optimization:** centralizing, consolidating services, operations, resources, infrastructure, data centers; communications and marketing “enterprise” thinking; identifying and dealing with barriers; compliance with federal regulations

[] **Customer Experience:** developing CX using human centered design approaches, groups, personas, journey maps, focus

[] **Customer Relationship Management:** internal customer service strategies; building customer agency confidence; trust and collaboration; service level agreements (demand planning)

[] **Cybersecurity and Risk Management:** governance; budget and resource requirements; security frameworks; data protection; training and awareness; insider threats; third party security practices as outsourcing increases; whole of state cybersecurity and collaboration with local government; critical infrastructure protection

[] **Data Centers:** consolidation; downsize; co-location; hybrid models; outsource and optimization of state government data center; role of the state CIO in third party data center siting

[] **Data Management and Analytics:** data governance; data architecture; sustained access to government data; applying analytics within the enterprise; building expertise; insight enabling analytics; data literacy

[] **Digital Equity:** mobile first; accessible digital application services; broadband coverage; education; digital literacy for citizens; digital skills; free high speed Wi-Fi at schools and libraries

[] **Digital Government/Digital Services:** framework for digital services; portal; accessibility; identity management; crowd sourcing; privacy; security; cross-agency collaboration; cost/benefit analysis

[] **Disaster Recovery/Business Continuity:** improving disaster recovery; business continuity planning and readiness; operational resilience; building resiliency through cloud services, recession-proof funding, standardization, strengthening trusted relationships with suppliers

[] **Enterprise Architecture:** governance; formulating, refining or implementing an EA strategy; business architecture; business process modeling; statewide EA program management; federal reference models; whole-government enterprise architecture (i.e., across agencies); inter-enterprise architecture (cross jurisdictional collaboration)

[] **Enterprise IT Governance:** enterprise IT policy and planning; improving IT governance; partnering; inter-jurisdictional collaboration; industry advisory boards; legislative oversight—achieving proper balance; agencies participating as members of a “state enterprise”

[] **Enterprise Portfolio Management (EPM):** centralized management of one or more portfolios; identifying, prioritizing, authorizing, managing, and controlling projects, programs, management initiatives and other related work, to achieve specific strategic business objectives; track spending on IT investments, assess value and risk, control and monitor IT investment projects

[] **Enterprise Vision and Roadmap for IT:** vision and roadmap for IT; recognition by administration that IT is a strategic capability; integrating and influencing strategic planning and visioning with consideration of future IT innovations; aligning with governor’s policy agenda

[] **ERP Strategy:** acquisition; implementation; expansion; upgrade

[] **Identity and Access Management:** internal and external identity management; supporting citizen digital services; access control; authentication; credentialing; digital standards; single sign-on for citizen services; verifiable digital credentials; privacy

[] **Innovation and Transformation Through Technology:** drive a culture of innovation; crowd sourcing; communications / collaboration; focus on outcomes

[] **IT Cost Management:** internal operations of finance; modernizing charge-back funding models; employing technology business management (TBM), FinOps, ITSM, activity-based costing (ABC), COBIT

[] **Modernization:** enhancing, renovating, replacing, platforms and applications as necessary; business process improvement; governance through formal project review board or steering committee; independent validation / verification for select projects

[] **Outsourcing/Managed Services:** public/private partnerships; managed services; contract management; multisourcing; terms of service; risk assessment; long term strategy

[] **Privacy:** policies, rules and safeguards; embedding in processes and management approaches; data breach response; privacy impact assessments (PIA)

[] **Procurement/Sourcing/Acquisition:** reforms; strategic sourcing; master contracts; commodity contracts; business process for IT procurement with necessary interoperability with other processes; collaborative procurements; modernization of terms and conditions; digitization and automation of procurement processes and procedures; streamlining of approvals and rapid purchasing

[] **Project Management:** project management discipline; oversight; portfolio review; training/certification of staff; traceability to mission and strategy; scope management; execution; metrics; retrospectives

[] **Quantum Computing / Post-Quantum Cryptography:** policy; governance, strategic; inventory; risk assessment; infrastructure; workforce readiness visioning; researching the timing and viability of employing this technology; early preparation / readiness

[] **Shared Services:** business models; sharing resources; services; infrastructure; service portfolio management; service catalog; transparent charge back rates; utility-based service on demand

[] **State and Local Cybersecurity Grant Program:** governance, formulating strategic plan, whole of state approach for shared services and grant funds for local government, accountability

[] **Workforce:** human capital / IT workforce development; attracting, developing and retaining IT personnel; retirement wave planning; succession planning; support / training; modernizing IT job titles and office environment; preparing for the future workforce – re-imagine government workforce

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6) What priority strategies, management processes and solutions are missing from this list that you consider as high priority for your state? (that is, should be included on this list and if it was, you would select it as part of your top five choices.)

B. Priority Technologies, Applications and Tools

ID: 13

7) B. Priority Technologies, Applications and Tools

Which of the following technologies, applications and tools will be your state's priority investments during the coming year? (Select ONLY Your Top 5)

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- ☐ Application Modernization/Renovation
- ☐ Artificial Intelligence / GenAI / Agentic AI / Machine Learning: including chatbots, voicebots and virtual assistants
- ☐ Automated Fraud Detection
- ☐ Business Process Integration Tools
- ☐ Cloud Services
- ☐ Collaboration Technologies: file sharing, document management, workflow, intranet services, virtual meeting platforms
- ☐ Comprehensive Asset Management Tools & Processes
- ☐ Customer Service/CRM/CX: technologies and solutions
- ☐ Cybersecurity: EDR, CDM, advanced analytics, digital forensics, critical infrastructure
- ☐ Data Analytics: business Intelligence and business analytics, applications, big data
- ☐ Data Management: master person index/master data management, information exchanges
- ☐ Disaster Recovery / Business Continuity / Resiliency
- ☐ Document / Content / Records / E-mail management
- ☐ Enterprise Resource Planning (ERP)
- ☐ Geographic Information Systems (GIS) and Geospatial analysis
- ☐ Identity and Access Management: identity solutions, multi-factor authentication
- ☐ Low Code / No Code Software Development
- ☐ Mobile Services/Mobility/Enterprise Mobility Management: devices, applications, security, support, ownership, communications, wireless infrastructure, BYOD
- ☐ Networking: voice and data communications, unified, SDN
- ☐ Platform as a Service

- [] Public Safety Radio Network: FirstNet, LMR and broadband
- [] Quantum Computing: readiness, infrastructure, risk assessment, post-quantum cryptography
- [] Security Enhancement Tools: CDM, advanced analytics, digital forensics
- [] Software as a Service
- [] Virtualization: servers, desktop, storage, applications, data center
- [] Wireless: mobile, remote and fixed wireless (smart buildings, WiFi, WiMax, 5G/6G)

ID: 14

8) What priority technologies, applications and tools are missing from this list that you consider as high priority for your state? (that is, should be included on this list and if it was, you would select it as part of your top five choices.)

C. Status of state government post-quantum cryptography initiatives

9. Do you have any activity regarding post-quantum cryptography? (check all that apply)

ID: 95

9) Do you have any activity regarding post-quantum cryptography (check all that apply)

*

Activity	Fully addressed	Substantially addressed	Partially addressed	Minimally addressed	Not addressed
Charter a post-quantum initiative	☐	☐	☐	☐	☐
Establish governance and a multi-year roadmap	☐	☐	☐	☐	☐
Conduct a funding assessment to provide decision-makers with cost estimates for migration to post-quantum cryptography	☐	☐	☐	☐	☐
Establish enterprise architecture domain working group with agency representation to guide initiative	☐	☐	☐	☐	☐
Develop workforce training for select staff and specialized training for security, enterprise architecture, procurement, legal and risk management	☐	☐	☐	☐	☐

Engage most critical vendors / suppliers in governance, process development, training and roadmap development	()	()	()	()	()
Begin cryptographic discovery and develop a prioritized inventory of vulnerable cryptographic algorithms, certificates, keys, libraries, protocols, applications, devices, cloud services, APIs and third party systems. Inventory includes key system characteristics.	()	()	()	()	()
Develop annual maintenance process to update prioritized inventory of agency systems with vulnerable cryptography	()	()	()	()	()
Create a post-quantum cryptography migration plan	()	()	()	()	()
Plan the replacement of vulnerabilities with standardized post-quantum solutions	()	()	()	()	()

ID: 94

10) What else would you like to tell us about your post quantum cryptography readiness?

Thank You!

ID: 1

Thank you for taking our survey. Your responses will be emailed to you--make sure to check your SPAM folder!

Questions? Contact Eric Sweden (esweden@nascio.org)