About NASCIO

- National association representing state chief information officers and information technology executives from the states, territories and D.C.
- NASCIO's mission is to foster government excellence through quality business practices, information management, and technology policy.
- Founded in 1969 – we’re a legacy system
Fiscal recovery: budgets are better, slow revenue growth, impact of federal reductions

CIOs still seeking IT operational cost savings and alternative IT sourcing strategies and collaboration

CIO Balancing Act: living with the past while seeking innovation

IT security and risks!

Open government gaining traction

IT workforce: retirement wave, skills gap, recruiting challenges
4. Will your next IT budget grow or shrink and by how much? (State Government Only)

- 27% A. Increase
- 31% B. Flat
- 27% C. Reduce up to 10%
- 0% D. Reduce up to 20%
- 15% E. What budget?
1. What percentage of your state IT workforce is eligible for retirement in the next year? (State Government Only)

A. 10%
B. 20%
C. 30%
D. 40%
E. More than 40%
View from the State CIOs: Targets of Opportunity
Multi-Faceted State CIO

State CIO

- Manage, Deploy, and Develop State IT Resources
- State IT Governance
- Customer Service
- Enterprise Architecture
- Strategic Planning
- Procurement and Sourcing
- Cross Boundary Collaboration
- Frontline in Securing State IT Assets
- Legislation, Policy and Directives
- Operations & State IT Infrastructure
- State CIO
Understanding the CIO Landscape

Not all State IT is created equally...

- Governor’s policy agenda and pain points
- The CIO’s authority: oversight?
- The CIO’s priorities
- IT governance models
- State CIO business model – shared services?
- Strategic agenda and execution
- Gaps: capabilities, disciplines
Growing Maturity: IT Governance, Frameworks and Business Disciplines

- Enterprise Architecture
- Project and Portfolio Management, PMO
- Service Level Management: itSFM, ITIL, CoBIT
- Performance metrics, measure
- Business transformation, change management

Enterprise IT Governance
Governance: IT as a Strategic Asset

- What decisions must we make to ensure appropriate management and use of IT?
- What is the process?
- Who should make these decisions?
- How will we monitor these decisions?

Strong IT governance is even more important in tough times. Critical to appropriate IT investment, prioritization and oversight.
The CIO Pain Point Survey...

- IT Governance: what works?
- Lack of shared enterprise vision for technology
- Supporting a legacy environment
- Recruit and retain IT staff
- Inadequate funding and budget constraints
- IT procurement modernization
- Managing mobile devices, BYOD
- Information sharing/data exchanges
- Impact of reduced federal funding?
State CIO Priorities for 2013

1. Consolidation/Optimization
2. Cloud Services
3. Security
4. Mobile Services/Mobility
5. Budget and Cost Control
6. Shared Services
7. Health Care
8. Legacy modernization
9. Nationwide Public Safety Broadband Network
10. Disaster Recovery/Business Continuity

Source: NASCIO State CIO Survey, November 2012
IT and Solution Priorities 2013

1. **Cloud computing**: software as a service, infrastructure, platform, storage
2. **Mobile** workforce technologies
3. **Virtualization**: servers, desktop, storage, applications, data center
4. **Legacy** application modernization/renovation
5. **Identity** and access management
6. **Enterprise Resource Planning** (ERP)
7. **Security** enhancement tools
8. **Networking**: voice and data communications, unified
9. **Business Intelligence** (BI) and Business Analytics (BA), Big Data
10. **Document/ECM/Records/E-mail management**: active, repository, archiving, digital preservation

Source: NASCIO State CIO Survey, November 2012
Leadership, Governance and Funding

Transparency and Accountability

Consolidation

Mobility

Social Media

Human Capital

IT Procurement

Cloud Computing

HHS Modernization

Big Data

Public Safety Broadband

Innovation and Transformation
Keeping up with the old
Bringing in the new
Consolidation gaining traction...slow and steady
Dissatisfied with IT procurement
Management of mobile devices and apps is fragmented

Cloud is more accepted and CIOs are moving services

Social media has a growing role in state government

Driving innovation across state business operations is often a CIO function
What is the Status of IT Consolidations?

<table>
<thead>
<tr>
<th>IT Consolidations</th>
<th>2012 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Done</td>
</tr>
<tr>
<td>Backup/disaster recovery</td>
<td>22%</td>
</tr>
<tr>
<td>Business applications</td>
<td>8%</td>
</tr>
<tr>
<td>Content management</td>
<td>16%</td>
</tr>
<tr>
<td>Data centers</td>
<td>31%</td>
</tr>
<tr>
<td>Desktop support</td>
<td>24%</td>
</tr>
<tr>
<td>Email</td>
<td>52%</td>
</tr>
<tr>
<td>Imaging</td>
<td>11%</td>
</tr>
<tr>
<td>Security</td>
<td>43%</td>
</tr>
<tr>
<td>Servers</td>
<td>33%</td>
</tr>
<tr>
<td>Staff</td>
<td>28%</td>
</tr>
<tr>
<td>Storage</td>
<td>27%</td>
</tr>
<tr>
<td>Telecom</td>
<td>62%</td>
</tr>
<tr>
<td>Average</td>
<td>30%</td>
</tr>
</tbody>
</table>

Source: NASCIO-TechAmerica –Grant Thornton LLP 2012 State CIO Survey
Enterprise email consolidation a top priority

Source: NASCIO-NASTD Joint Survey, April 2013

- 42.0% Project is ongoing
- 47.0% Project is done
- 9.0% Planning stage
- 2.0% Project has been cancelled

All Aboard! Advancing Enterprise Email Consolidation in the States
10. Does the enterprise email consolidation project include any of the following?

- Records Management: Only 22%
- Archiving
- e-Discovery
- Other Aspects of Unified Communications
<table>
<thead>
<tr>
<th>Status</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>The state is already highly invested in Cloud computing</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>The state has some applications in the Cloud and is still considering others</td>
<td>56%</td>
<td>35%</td>
</tr>
<tr>
<td>The state is still developing Cloud computing</td>
<td>19%</td>
<td>47%</td>
</tr>
<tr>
<td>The state has already considered Cloud computing and rejected it</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Even greater cloud utilization in 2013
What categories of services have you migrated or do you plan to migrate to the Cloud? (select all that apply)

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail and collaboration</td>
<td>64%</td>
</tr>
<tr>
<td>Storage</td>
<td>48%</td>
</tr>
<tr>
<td>Geographic Information Systems</td>
<td>48%</td>
</tr>
<tr>
<td>Disaster recovery</td>
<td>44%</td>
</tr>
<tr>
<td>Program/business applications (e.g., licensing, unemployment insurance, workers' comp, etc.)</td>
<td>42%</td>
</tr>
<tr>
<td>Office productivity software (e.g., word processing)</td>
<td>37%</td>
</tr>
<tr>
<td>Digital archives/electronic records</td>
<td>31%</td>
</tr>
<tr>
<td>Citizen relationship management</td>
<td>25%</td>
</tr>
<tr>
<td>Open data</td>
<td>25%</td>
</tr>
<tr>
<td>Enterprise Resource Planning</td>
<td>23%</td>
</tr>
<tr>
<td>Imaging</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>15%</td>
</tr>
</tbody>
</table>
Within the state CIO’s strategic agenda and IT operational plans, how would you characterize mobile devices and applications?

<table>
<thead>
<tr>
<th>Year</th>
<th>Not a priority</th>
<th>Low priority</th>
<th>Medium priority</th>
<th>High priority</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0%</td>
<td>11%</td>
<td>32%</td>
<td>34%</td>
<td>23%</td>
</tr>
<tr>
<td>2011</td>
<td>2%</td>
<td>6%</td>
<td>33%</td>
<td>31%</td>
<td>27%</td>
</tr>
</tbody>
</table>
# How is your state managing mobility?

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally fragmented and uncoordinated</td>
<td>12%</td>
</tr>
<tr>
<td>A few coordinated government-wide projects and initiatives, but mostly</td>
<td>38%</td>
</tr>
<tr>
<td>fragmented efforts</td>
<td></td>
</tr>
<tr>
<td>About half of mobility projects coordinated, half uncoordinated</td>
<td>15%</td>
</tr>
<tr>
<td>Mostly coordinated government-wide projects and initiatives, a few</td>
<td>25%</td>
</tr>
<tr>
<td>fragmented efforts</td>
<td></td>
</tr>
<tr>
<td>All mobility projects well-coordinated government-wide</td>
<td>6%</td>
</tr>
<tr>
<td>Don't know/does not apply</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Mobility needs enterprise direction and CIO leadership**
Trending: broader adoption of BYOD and mobile device management solutions in 2013

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Percent Responding</th>
</tr>
</thead>
<tbody>
<tr>
<td>State policy prohibits BYOD</td>
<td>6%</td>
</tr>
<tr>
<td>No formal policy</td>
<td>20%</td>
</tr>
<tr>
<td>Enterprise policy permitting BYOD covering all agencies</td>
<td>54%</td>
</tr>
<tr>
<td>Individual agency policies permit BYOD</td>
<td>18%</td>
</tr>
<tr>
<td>Don't know/does not apply</td>
<td>2%</td>
</tr>
</tbody>
</table>
Self-service models, social media, mobile apps

Transparency and accountability

Performance dashboards

Open data, visualization

Civic participation

Collaborating, crowdsourcing
Has your state enacted laws, executive orders, or policies for providing online information?

<table>
<thead>
<tr>
<th>Subject</th>
<th>Provides</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>DK/DNA</td>
</tr>
<tr>
<td>State budget</td>
<td>94%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>State spending</td>
<td>90%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Contract awards</td>
<td>98%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Employee salary data</td>
<td>72%</td>
<td>24%</td>
<td>4%</td>
</tr>
<tr>
<td>Travel reimbursements</td>
<td>41%</td>
<td>35%</td>
<td>24%</td>
</tr>
<tr>
<td>Investments</td>
<td>53%</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>Performance information on government services</td>
<td>47%</td>
<td>39%</td>
<td>14%</td>
</tr>
<tr>
<td>Open/raw data on government activities</td>
<td>39%</td>
<td>47%</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: NASCIO-TechAmerica –Grant Thornton LLP 2012 State CIO Survey
How would you rate the value of social media to your state government as it is used now, and how it could be used in the future?

Source: NASCIO-TechAmerica – Grant Thornton LLP 2012 State CIO Survey
State Governments are slowing moving from...

DATA MUSEUM

Data Marketplace

Open data, visualization, custom views, publishing
State Governments at Risk!

- Critical infrastructure protection risk
- More aggressive threats – organized crime, unorganized crime, hacktivism
- Protecting citizen data
- Lack of broad executive support
- Governance and authority lacking
- Inadequate funding
- Need more training, awareness
- Complying with federal regulations and guidance – lack of harmonization
Growing IT Security Risks in the States

- Protecting legacy systems
- Malicious software
- Inadequate policy compliance
- Mobile devices and services
- Use of social media platforms
- Use of personally-owned devices (BYOD) for state business
- Adoption of cloud services; rogue cloud users
- Foreign state-sponsored espionage
- Third-party contractors and managed services

Source: Deloitte-NASCIO Cybersecurity Study, October 2012
Why is this Stuff so Hard?

- Complexity and diversity: $$$
- IT Spend: 80/20 dilemma
- Speed of change: Policy Gap
- Agency tribal nations
- Can’t just make up governance
- State CIO business model
- IT Procurement needs reform
- Collaboration not easy
- Lack of leadership continuity
Recap: Collaborating with Your CIO (or getting at the table)

- Understand your unique state environment
- What is the governance model?
- What are your CIO’s pain points?

Target opportunities

- IT strategic plan, enterprise architecture, policy process, collaboration
- Procurement, IT project portfolio, shared services
- Impact of emerging solutions: cloud, mobile, BYOD
- Social media, open government
Resources for State IT Leaders
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