State Information Technology Governance Structure and Organizational Models

Commonwealth of Kentucky
Information Technology Improvement and Modernization Projects Oversight Board

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Doug Robinson, Executive Director
NASCIO

STATE CIO TOP 10 PRIORITIES

Priority Strategies, Management Processes and Solutions for 2023

01 Cybersecurity and Risk Management

02 Digital Government / Digital Services

03 Workforce

04 Legacy Modernization

05 Identity and Access Management
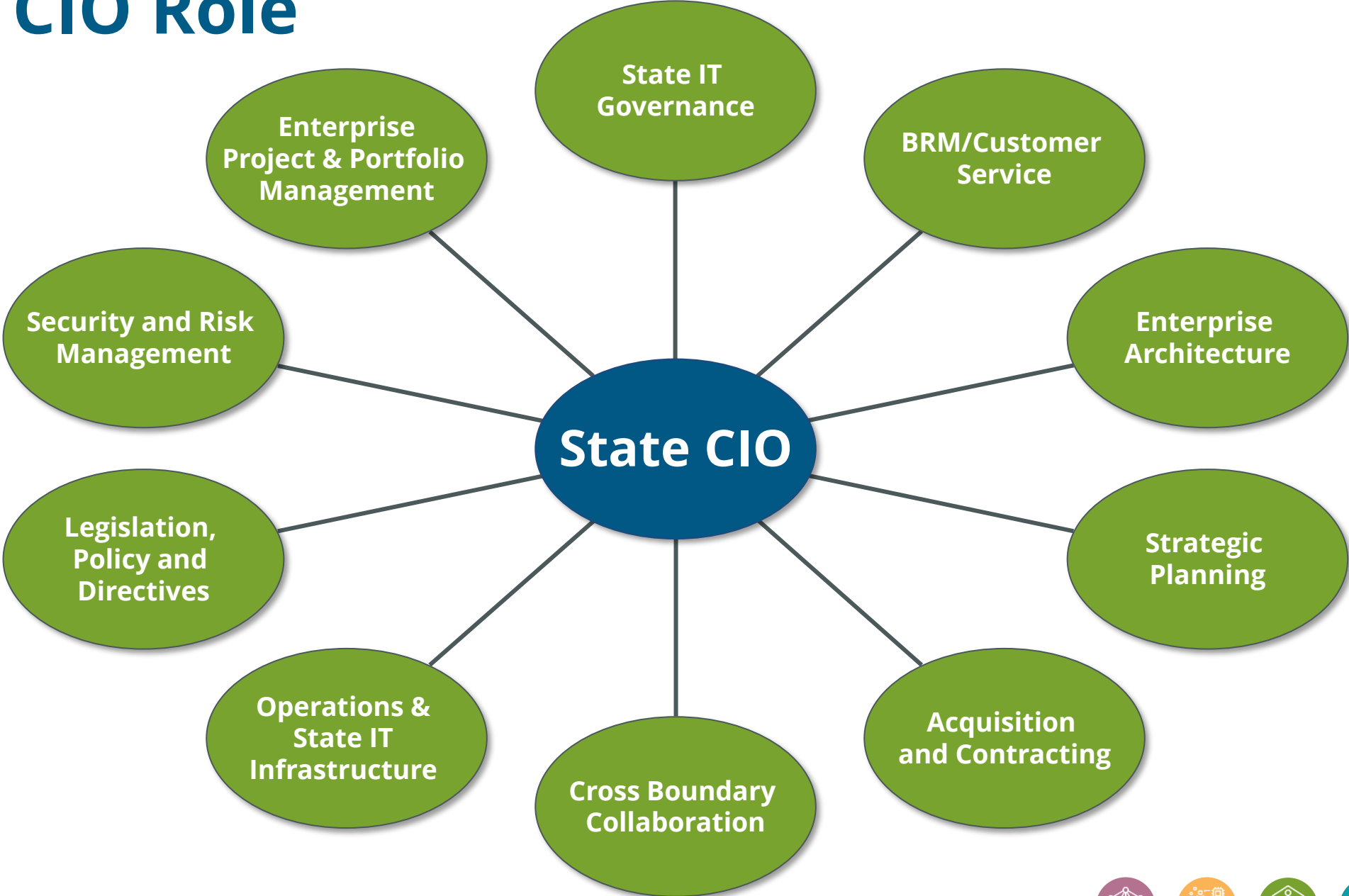
06 Cloud Services

07 Consolidation/ Optimization

08 Data and Information Management

09 Broadband/ Wireless Connectivity
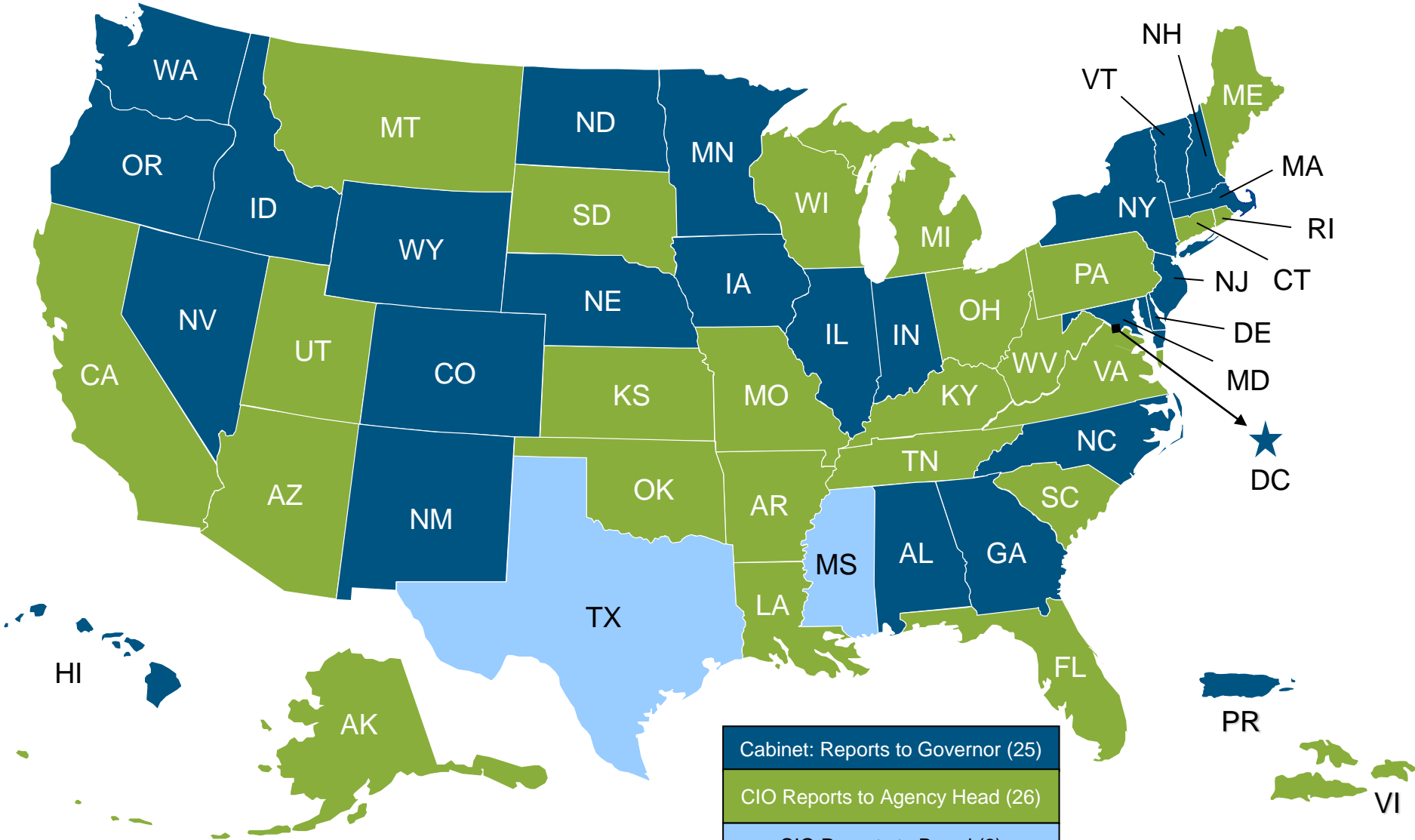
10 Customer Relationship Management

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How are States Organized for IT?

| Complete decentralization | Decentralized with some consolidated infrastructure | Decentralized with centralized policy and planning | Federated – enterprise policy with agency autonomy | Full infrastructure consolidation; enterprise policy | Unified – all infrastructure and IT workforce; integrated service delivery |

States approach IT with different strategies, business drivers and models. There are variations on these themes depending on state finances, political will and the ability to absorb change.

State CIO Reporting Models

Updated November 2023

Cabinet: Reports to Governor (25)

CIO Reports to Agency Head (26)

CIO Reports to Board (2)

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How would you describe the current role of the state CIO organization?

80%

Has a voice in state agency strategy and strategic initiatives

71%

Develop, acquire and deliver infrastructure services to state agencies

69%

Ensure IT systems comply with security and regulatory requirements

55%

Drive innovation or modernization programs

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Source: 2022 State CIO Survey

How will the CIO organization <u>serve</u> customer agencies in the next 3 years? (select all that apply)

96%
Strategic direction and policy setting

84%
CIO as broker of services

80%
Infrastructure provisioning and operations management

53%
Selective outsourcing

49%
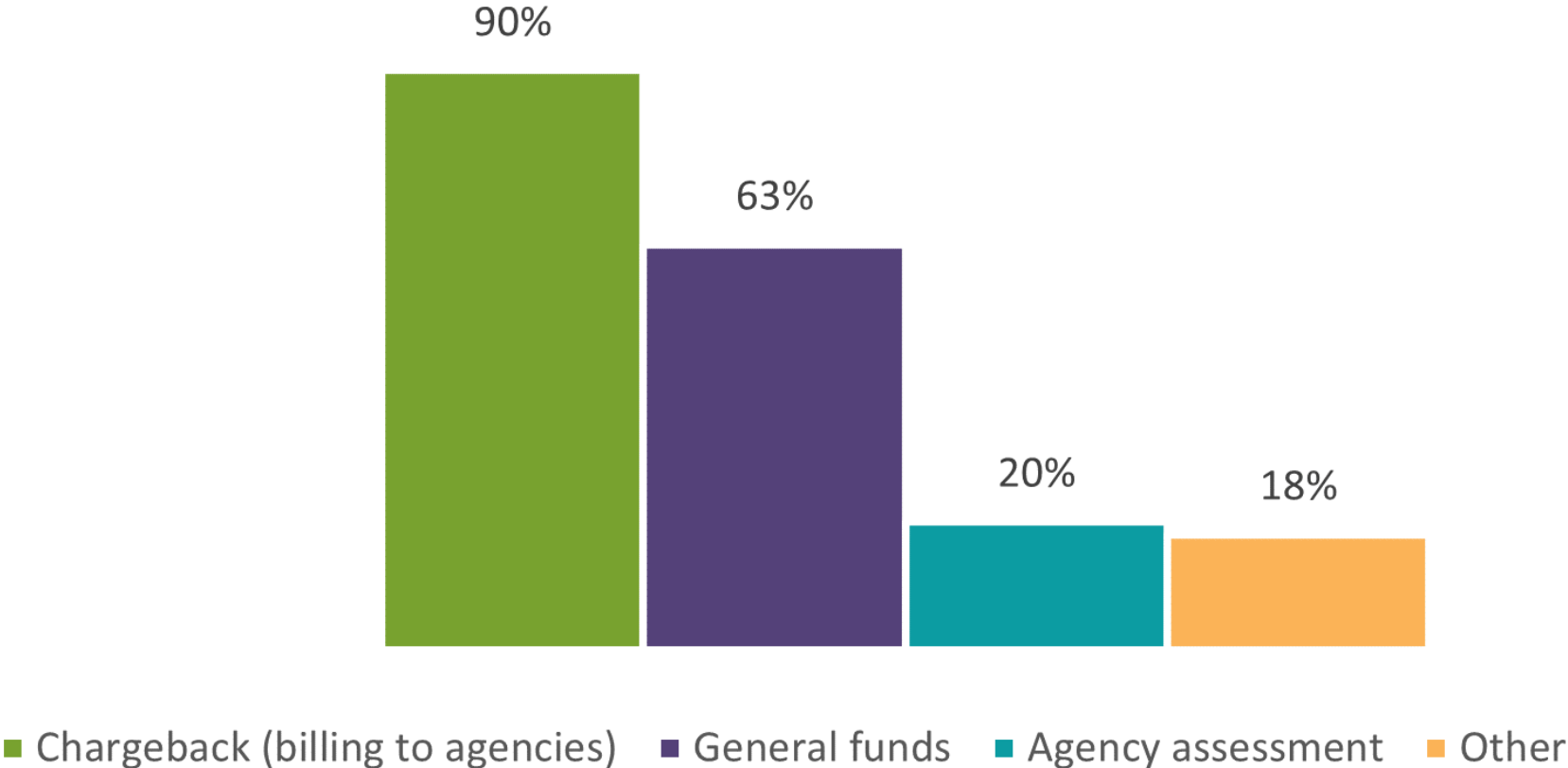Increase IT employees in the state CIO organization (state employees)

10%
Total outsourcing / managed services

How is the CIO organization funded? (select all that apply)

Bar chart showing funding sources:
- Chargeback (billing to agencies): 90%
- General funds: 63%
- Agency assessment: 20%
- Other: 18%

Has the CIO organization received supplemental funding for the current fiscal year? (Select all that apply)

45%
Cybersecurity funding

33%
Other, one-time capital investment

29%
Technology modernization fund

22%
We did not receive supplemental funding for this fiscal year

12%
One-time operating investment

8%
Innovation fund

Rank the most significant impact to the CIO organization over the next 3 years.

1 Digital services / citizen experience

2 Cybersecurity

3 Legacy/application modernization

4 Data governance/ management/ analytics

5 Identity Management

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State IT Maturity: Patterns of Success

Enterprise Leadership and Governance

Statewide Enterprise and Application Architecture

Consolidation and Optimized IT Spending

Enterprise Project, Portfolio and Investment Management

Enterprise Cybersecurity and Risk Management

Business Transformation Enabled by Technology

What's Trending?

Focus on digital services and transformation: improved **citizen experience**, citizen-centric design, streamlining services, automation, citizen **identity management**

Elevated cyber threats, nation state and criminal attacks; focus on **whole-of-state** cybersecurity resilience. Concerned about ransomware, human error, shadow IT, phishing and fraud.

Growing **cloud and SaaS adoption;** reducing IT diversity and complexity - seeking to "rationalize" the technology environment: hardware, software and services

Broader adoption of business **process automation**, chat bots and low code/no code solutions. Promise of Generative AI for the public sector?

Changing IT workforce: **remote/hybrid** environment, skills transformation, eliminating 4-year degree requirement