

Accelerating technology
leadership in Government
and Public Services

2025

The CIO Program
for Government & Public Services

Table of Contents

Why Transform Your Enterprise?	3
Tech-Enabled, Innovation-Driven	4
CIO Expectations Are Evolving	5
Closer Look at Expectations	6
Holistic Transformation	13
Define Transformation Objectives	15
Transformation with Deloitte	16
Summary of Accolades	17
CIO Program for Government & Public Services	18
Contact Us	19

Why Transform Your Enterprise

In an era of technological, social, and environmental disruption, **transforming** your enterprise has never been more critical.

Enterprise transformation requires implementing solutions that not only address your organization's immediate challenges, but also **create enduring value** for your mission, services, and operations.

CIOs and CTOs are at the Forefront of Transformation

Chief Information Officers (CIO) and Chief Technology Officers (CTO) must prioritize enterprise transformation to drive continued mission success and not only sufficiently meet today's disruptive challenges, whether they be global disruptions such as pandemics or paradigm-shifting technologies such as artificial intelligence, but transform at, and arguably in advance of, the speed of the mission. In today's rapidly changing business landscape, the roles of CIOs and CTOs are thus becoming increasingly pivotal. These key decision-makers are at the helm of their organization's technology strategy and will remain so, entrusted with incorporating proven emerging and evolving technology and solutions that incorporate automation in business processes, decision making, software development, platforms, and operations to increase speed of delivery; business outcomes; citizen, resident, business, and employee satisfaction; and cyber resilience and security.

Acceleration and Agility through Technology in a Rapidly Shifting Landscape

In the face of rapid and relentless change, CIOs and CTOs have become pivotal strategists in their organizations, tasked with the essential duty of making decisions that transcend mere technological considerations. These decisions must now drive the creation of agile enterprise IT roadmaps that also ensure the resilience and security of their technology infrastructures, while simultaneously capitalizing on opportunities for mission success and innovation.

CIOs and CTOs must remain agile, proactive, and forward-thinking to successfully pilot their organizations through the digital age while accelerating technology adoption and efficiency. CIOs and CTOs should align IT with the mission to enable outcomes by being responsive to new capabilities and embracing a more holistic approach than ever before.

Technology leaders must consider a wide array of factors that influence their enterprises. New operational processes, evolving industry-specific trends, shifts in citizen behavior, societal and environmental changes, and economic and financial developments must continue to be considered and prioritized by an enterprise's technology leaders. For example, remote work has generated new data points about virtual collaboration and security, while emerging market trends and citizen preferences offer unique insights for delivering service excellence. Moreover, the increasing importance of sustainability has introduced a new subset of priorities aimed at assessing an enterprise's environmental impact and responsibility. In addition, new economic indicators offer innovative perspectives for operating in the marketplace. By incorporating new insights, CIOs and CTOs can ensure a more forward-thinking strategy that reflects the complexities and nuances of the current business landscape. This broader context and approach increases the focus on a more mission outcome oriented organizational outlook.

Tech-Enabled, Innovation-Driven

To adeptly navigate today's rapidly evolving environment, CIOs and CTOs **must do more** than just adopt the latest technologies; they must additionally call for the cultivation of an **innovation-centric culture** within their organizations.

Enabling Mission Success Through IT and Enterprise Transformation

In the rapidly evolving digital landscape, a paramount responsibility for CIOs and CTOs is ensuring the constant and continuous alignment of business and IT through ongoing transformation initiatives. This duty surpasses the simple tracking of the latest technological trends. It necessitates the strategic utilization of these advancements to amplify operational efficiency, refine service delivery, and, ultimately, guide the successful execution of the organization's mission. This alignment of IT with the enterprise's mission is vital to ensure IT investments, strategy, and efforts do not exist in a vacuum separated from the enterprise's core operations and mandate of delivering services to citizens, but rather remain the critical foundation which drives overall mission success.

Particularly in sectors such as government and public service, this principle takes on amplified significance. Here, the strategic implementation of technology can lead to considerable improvements in service delivery and citizen engagement. By fostering a continuous alignment between mission objectives and IT capabilities, CIOs and CTOs can promote a culture of innovation and agility, setting the stage for a more responsive, efficient, and citizen-centric public service enterprise.

Placing Transformation at the Forefront of the Strategic Agenda

A key strategy for CIOs and CTOs in effectively transforming their enterprises in today's digital age involves defining clear priorities for the IT transformation at the outset. By doing so, CIOs and CTOs can effectively steer their organizations towards mission success by ensuring they are optimally positioned to thrive in the face of new challenges. CIOs and CTOs can therefore drive meaningful and lasting transformation by embedding strategic priorities into every aspect of the enterprise, thereby maintaining a competitive edge and readiness for future uncertainties.

Guiding an enterprise's transformation journey requires CIOs and CTOs to actively incorporate these priorities into decision-making processes and organizational culture. Maintaining open and continuous communication with stakeholders is fundamental, ensuring that everyone is aligned, engaged, and working towards these objectives. Fostering a culture of continuous improvement and innovation necessitates cultivating an environment where new ideas are encouraged, failures are seen as learning opportunities, and every team member feels empowered to contribute.

To effectively lead their organizations, CIOs and CTOs need to do more than just implement the latest technologies; they must also emphasize and promote the development of a culture centered on innovation and modernization to bring value to the organization's mission. Establishing these priorities upfront provides a clear roadmap for transformation, allowing for regular check-ins to ensure the enterprise remains on track to achieve the desired outcomes.

CIO Expectations are Evolving

Deloitte's CIO Program has curated a list of top CIO priorities for government and public services technology leaders. Developing a perspective on each of these issues will help you shape your agenda, anticipate critical challenges, and redefine the future for your organization.



Align IT with mission value

New technologies, leadership, and changes in strategy shifts are forcing CIOs to rethink how they enable the enterprise to deliver mission value. Organizations are reimagining their operating models and shifting to align IT to mission success.



Deliver cost-effective IT operational excellence

CIOs are expected to creatively deliver value through tech investments while ensuring proper governance, public trust, and oversight to measure and monitor tech functions. The key to balance quick wins with long-term strategies is to link investments to value and examine potential hidden opportunities within the technology estate.



Harness the full potential of data, analytics & AI/ML

Data, analytics and AI/ML can offer both mission advantage and new capabilities, but risk challenges and inconsistent executive commitment remain widespread. When organizations approach data as a strategic asset and establish data trust with citizens, it can open the door to new efficiencies, insights, and capabilities.



Accelerate delivery of innovative solutions

CIOs should set the standard for agile and strategic technology adoption by staying on top of advancements in technology and accelerating adoption while managing risks.



Develop high-performing IT talent and culture

Due to the growing talent shortage and increased desire for specific skills, CIOs should re-think hiring, engaging and re-skilling tech talent. The key will be developing a team that thrives on challenges, innovation, and continuous learning, while setting the stage for tech innovation and sustained workforce performance in citizen-centric delivery.



Evolve to a digital agency for enhanced citizen experience

CIOs should implement ongoing, iterative changes and investments via enterprise IT transformation to enhance mission value. The key to digital transformation is using technology to change the way you interact with citizens - rather than simply digitalizing legacy processes.



Enhance cyber security posture and compliance

As enterprise IT transformation initiatives accelerate amid the emergence of a pervasive remote workforce, cyber security threats are becoming increasingly complex and disaster recovery solutions are insufficient.

Closer Look at Expectations...

Align IT with Mission Value

New technologies, leadership, and changes in strategy are forcing CIOs to rethink how they enable the enterprise to deliver mission value. Organizations are reimagining their operating models and shifting to align IT to mission success. Think of "Aligning IT with Mission Value" as weaving technology into the very fabric of your enterprise's mission operations. It means your IT efforts aren't standalone, but a vital part of the bigger picture, enhancing what's most important to your enterprise and delivering quantifiable outcomes that strengthen mission engagement and successes. Governance, prioritization, and decision making all drive this alignment and integration. As a CIO, you're the technology linchpin, guiding and enabling this integration, sparking innovation, and ensuring every dollar spent on IT truly counts.

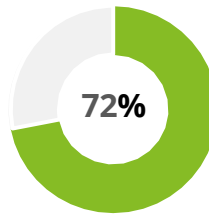
Insight into the Issue

#1

Strategic vision and innovation is the highest ranked tech capability area organizations plan to focus on over the next 2 years

Top 3

Innovation is among the top 3 areas where US CIOs spend most of their time and energy



of technology leaders say their tech function either owns innovation organization-wide or enables it by providing tools and analysis

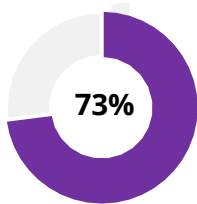
To effectively align enterprise IT operations with mission value, it is crucial to adopt "future-forward" operating models that emphasize agility and responsiveness. This enables your organization to swiftly adapt to new technologies and evolving mission demands, and it also ensures your IT infrastructure is flexible enough to accommodate rapid changes. Implementing agile methodologies and fostering a culture that values quick decision-making and continuous improvement can significantly enhance the organization's ability to innovate, respond to challenges, and stay ahead. This shift towards an agile, future-forward operating model necessitates a rethinking of traditional workflows, encouraging cross-functional teams, and promoting a mindset that embraces change and experimentation.

Furthermore, citizen-centric digital transformation initiatives are essential for organizations aiming to align their operations and service delivery with the needs of their citizens. By leveraging data analytics and user feedback, organizations can gain a deeper understanding of citizen preferences and behaviors, which in turn, can inform more targeted and effective service offerings. Additionally, focusing on incremental mission value can ensure that each initiative contributes positively towards the overarching mission and achieving mission success.

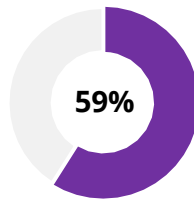
Deliver cost-effective IT operational excellence

Achieving operational excellence in IT doesn't mean just running a tight ship; it's about delivering high-quality services while keeping an eye on the bottom line. It involves instituting a continuous process of streamlining operations, optimizing resources, and implementing innovative solutions that boost efficiency without inflating costs. As a CIO, you're the orchestrator of this balancing act, ensuring your team delivers top-notch performance without straining the budget. It's about finding the sweet spot where cost-effectiveness meets excellence, allowing your IT operations to shine. CIOs are expected to creatively deliver value through tech investments while ensuring proper governance, public trust, and oversight to measure and monitor tech functions. The key will be to weigh quick wins with long-term strategies in order to link investments to value and examine potential hidden opportunities within the technology estate.

Insight into the Issue



of organizations don't measure the impact of technology investments using a consistent financial model



of CIOs struggle to quantify the soft dollar benefits of individual tech investments that generate value. This is also the top challenge that CIOs are facing.



When digital strategy, tech investments, and change capability are all aligned, the mission is enabled and IT costs decrease.

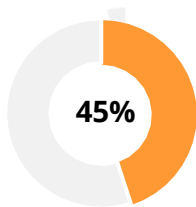
To enhance IT operational excellence while maintaining cost-effectiveness, it is crucial to adopt a strategic approach that emphasizes long-term benefits over short-term gains. This involves demonstrating a clear cause-and-effect relationship between technology investments and improvements in IT operations. By focusing on the long-term impact of these investments, organizations can realize tangible technology optimization to enhance overall efficiency and effectiveness of IT services, and to align them more closely with core mission objectives. As CIO, you should establish clear metrics for measuring the value delivered by your tech investments and implement continuous monitoring mechanisms to track performance against these metrics, using dashboards and reporting tools for real-time insights.

Shifting the organizational perspective away from technology merely as a cost center to a mission-critical driver and an instrumental path to achieve citizen satisfaction is also essential for achieving operational excellence. Viewing technology as a strategic enabler allows organizations to leverage IT to enhance citizen satisfaction and create differentiated experiences that align with long-term goals. By crafting unique citizen experiences and aligning technology investments with the organization's strategic objectives, IT departments can not only meet current operational demands but also position themselves as key contributors to the organization's future success.

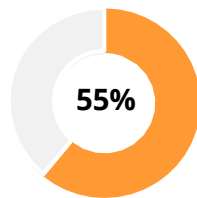
Harness the full potential of data, analytics & AI/ML

Data, analytics, and AI/ML can offer mission advantage and new mission capabilities, but challenges like managing risk and inconsistent executive commitment remain widespread. When organizations approach data as a strategic asset and establish data trust with citizens, it can open the door to new efficiencies, insights, and capabilities. CIOs can harness the full potential of these capabilities by embedding analysis, data, and reasoning into decision-making processes; formalizing efforts to raise awareness of AI's impact; upskilling and reskilling their workforce; embracing non-traditional partnerships; and establishing policy frameworks, accountability, playbooks, and monitoring for AI governance.

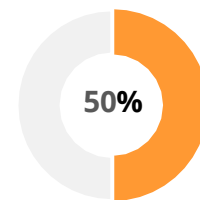
Insight into the Issue



of tech leaders say investments in analytics & data science have had a significant impact on their organization over the past two years



of CXOs say their data and insights capability will enable their organization to generate new mission capabilities or deliver a mission advantage



of high-growth private companies are investing heavily in AI-driven insights and intelligent automation capabilities

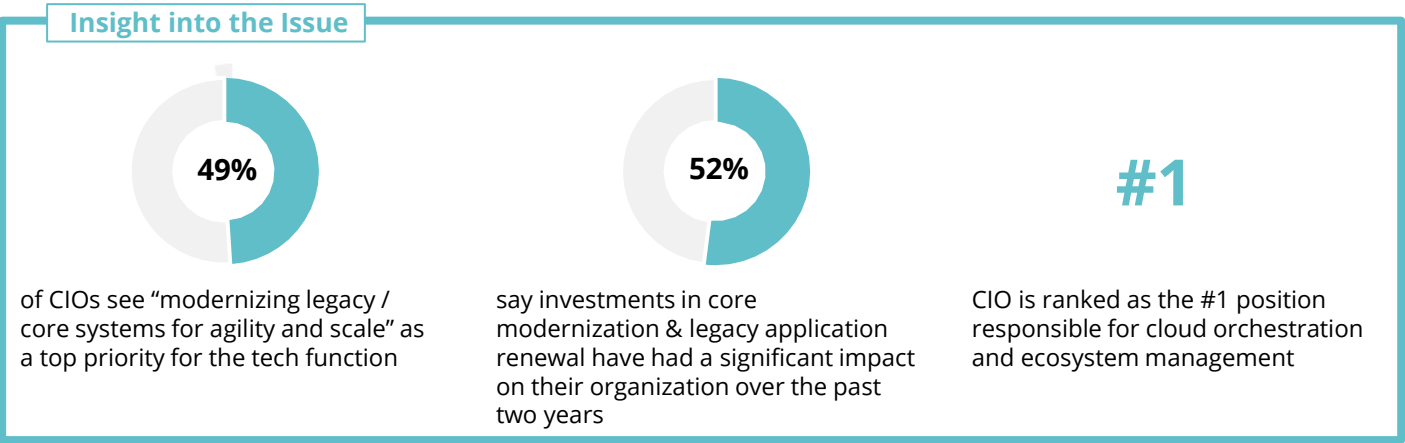
To effectively harness the transformative power of data, analytics, and AI/ML, CIOs should consider strategic partnerships with other enterprise leaders to become ecosystem providers. This approach enhances the end-to-end citizen experience with best-in-class technology solutions that streamline and optimize service delivery. By also continuing to invest in cloud-based data centralization, organizations can facilitate the efficient ingestion, curation, standardization, distribution, and optimization of data, as having a centralized data system as a single source of truth is crucial for maintaining consistency and accuracy across various systems. Such an infrastructure approach can meet current operational needs while also enabling scaling and extensibility to accommodate future demands.

Establishing robust capabilities to synthesize data into actionable insights is essential for enhancing citizen-centric delivery and decision-making. By further leveraging advanced analytics and AI, organizations can transform raw data into valuable insights that inform policy and operational decisions, improving responsiveness and effectiveness. Trust and governance are the foundational elements when expanding such data-driven efforts, especially when maintaining citizen satisfaction is a priority. It is similarly imperative that an ethical AI framework be established and driven by leadership to ensure transparency, accountability, and trust among all stakeholders. This framework should include comprehensive policies, playbooks, and monitoring systems that not only guide AI deployment but also safeguard citizen data against misuse, thereby maintaining and enhancing citizen trust through responsible and ethical data practices.

Accelerate delivery of innovative solutions

Pushing the boundaries of innovation and delivering solutions at a rapid pace is fundamental in today's digital landscape. This acceleration keeps your enterprise ahead of the curve and enables you to respond swiftly to emerging needs and opportunities. As a CIO, your leadership is key in fostering a culture of rapid innovation and swift execution that enhances the mission. CIOs should set the standard for agile and strategic technology adoption by staying on top of advancements in technology and accelerating adoption while managing risks.

To enhance the culture of rapid innovation and swift execution in today's digital landscape, CIOs can adopt a more product management-centered approach that emphasizes iterative development, user-centric design, and the formation of cross-functional teams. Implementing agile methodologies will facilitate rapid prototyping and frequent releases, allowing for quick adjustments based on user feedback and changing requirements. Leveraging cloud infrastructure is also crucial, as it offers scalability and flexibility for experimenting with new ideas, enhanced collaboration tools for geographically dispersed teams, and robust security frameworks to protect sensitive data. These steps will enable your enterprise to implement a technology architecture that is responsive to the demands of citizens, and to create a seamless experience for delivering critical services.

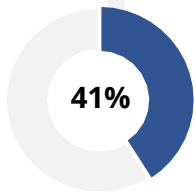


To sustain a flexible tech model, CIOs should focus on developing inclusive policies, standardizing technology stacks, and fostering an organizational culture that supports remote collaboration. This holistic approach not only accelerates innovation but also enhances the organization’s ability to respond swiftly to emerging needs and digital opportunities.

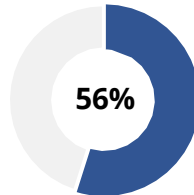
Develop high-performing IT talent and culture

Due to the growing talent shortage and increased desire for specific skills, CIOs should re-think hiring, engaging, and re-skilling tech talent. Cultivating high-performing IT talent is about nurturing a team that thrives on challenges, innovation, and continuous learning and is positioned to build strong mission partnerships. Coupled with fostering a culture where collaboration, diversity, and creativity are valued, it sets the stage for technological breakthroughs and sustained workforce performance in citizen-centric delivery. As a CIO, you're not just a leader but also a mentor, guiding talent development and shaping the work culture. Investing in your team's growth and fostering a conducive environment can be your game-changer in achieving enterprise-wide service excellence.

Insight into the Issue



of tech workers cite a lack of career progression as a reason for wanting to quit their jobs with **72%** of U.S. tech employees considering leaving their jobs in the next year



Though talent management is a top strategic priority in the C-Suite, only **56%** of surveyed CIOs say they have an effective relationship with the Human Resource/Personnel Director

#1

Technical skill that CIOs say will be critical for their technology function in 2 years is "Data Science & Analytics"

To effectively cultivate high-performing IT talent, CIOs should adopt sophisticated project management and virtual collaboration platforms to ensure cohesive operations between onsite and virtual teams.. Strengthening the alignment between mission and technology by integrating advanced digital tools that facilitate seamless collaboration and communication across the enterprise will also ensure IT initiatives are closely tied to mission objectives. Additionally, expanding growth in virtual resources by tapping into emerging technology can enhance innovation and maintain cost-effective operations, while dedicated innovation hubs foster a culture of creativity.

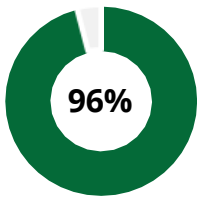
Moreover, CIOs should drive a significant shift in organizational culture, mindset, and career paths to better align with the values of IT personnel. This can be achieved by offering flexible environments and virtual/hybrid options, driving a compelling employee experience, and providing competitive options that align with employee priorities and values. Such strategic initiatives not only attract and retain top talent but also build a resilient, innovative, and collaborative IT team poised for long-term success. CIOs can also enhance their personal brand through public engagements and social media, setting a powerful example for their organization.

Evolve to a digital agency for enhanced citizen experience

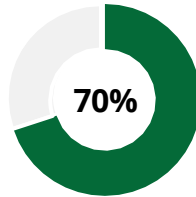
Transforming into a digital agency is all about leveraging technology to offer improved experiences to the citizens you serve. This evolution not only streamlines processes but also fosters transparency and accessibility, ultimately enhancing interactions with your agency. As a CIO, your role is to drive this digital metamorphosis, ensuring tech advancements are harnessed to uplift citizen and resident engagement. CIOs should, therefore, implement a mindset of ongoing, iterative changes and investments into enterprise IT transformation to gain mission value. The key is to grasp that digital transformation is using technology to change the way you interact with citizens, rather than simply digitalizing legacy processes.

To develop informed, enhanced digital experiences, it's vital to delve deeper into understanding citizen needs using technology to analyze data and gather insights. This process involves creating a seamless connectivity framework that integrates various digital touchpoints, ensuring that citizens can interact with services smoothly and efficiently from any device or platform.

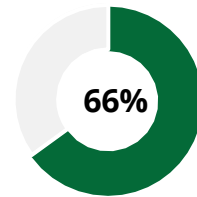
Insight into the Issue



of executives identified "digital" as a strategic priority, with varying scope and span



of executives agree that CIOs will have one of the most important roles in leading digital strategy and execution



of global CIOs are pursuing or plan to pursue a digital transformation initiative over the next two years focused on enhancing the customer/citizen experience

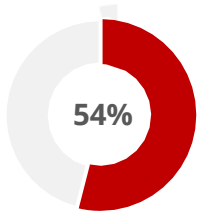
By also focusing on the emotional connectivity throughout the citizen journey—from initial awareness and inspiration to active consideration and decision-making—agencies can craft experiences that resonate deeply with citizens' values and needs. This emotional engagement is achieved through carefully designed user interfaces, personalized communication, and interactive digital platforms that reflect an understanding of the citizen's context and preferences. Scaling the development of such citizen-centric solutions requires tailored content and personalized service delivery mechanisms, as well as optimizing these solutions to reduce operational costs over time. By doing so, digital transformation not only improves citizen engagement and satisfaction, but also drives efficiency, leading to significant cost savings and better resource allocation across the IT enterprise.

By addressing the primary constraints of digital transformation—such as conflicting mission priorities, the complexity of the technology environment, and the limited skills or capacity of the tech function—through a strategic and coordinated approach and by adopting integrated systems and standards that reduce complexity, you can align digital transformation initiatives with overarching mission goals and simplify the technology landscape. Enhancing the skills and capabilities of the tech workforce through targeted training and recruitment strategies is also essential in building a robust digital function capable of sustaining long-term transformation efforts.

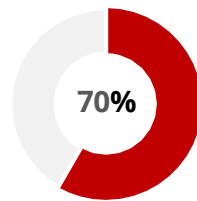
Enhance cyber security posture and compliance

As enterprise IT transformation initiatives accelerate amid the emergence of a pervasive remote workforce, threats are becoming increasingly complex and current disaster recovery solutions are insufficient. As a CIO, you're the guardian of your enterprise's virtual fortress, ensuring robust measures are in place to thwart cyber threats and comply with relevant regulations. Enhancing both your cyber security posture and compliance is about fostering a culture of security awareness among your team and throughout the enterprise, making everyone a vigilant participant in the cybersecurity effort. Enhancing security and compliance is thus an ongoing responsibility, one that safeguards your digital assets and enhances your enterprise's digital resilience.

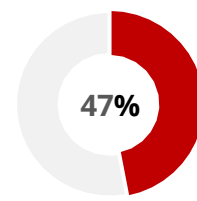
Insight into the Issue



of CIOs, globally, rank cybersecurity and risk mitigation as having the greatest impact on their organization over the last 2 years



of CXOs state strengthening cybersecurity is a top digital transformation initiative they plan on pursuing over the next 2 years



of tech leaders say improving cybersecurity and business resilience is a top priority for their tech function

To fortify your organization's cybersecurity posture, it is crucial to continuously update and modernize disaster recovery plans, ensuring they are sufficiently nimble to address the latest threat vectors. This proactive approach prepares your team to respond swiftly and effectively in the event of a security breach and ensures that you are always a step ahead in your defensive strategies. As you integrate these updated plans, focus on scenario-based training for your team to enhance their readiness and ensure that they understand the nuances of the latest cybersecurity threats. Additionally, CIOs should adopt zero trust architectures and consider leveraging advanced analytics and machine learning technologies to predict potential threats and automate responses. These steps will streamline your disaster recovery processes and enhance your overall security framework, making it robust and resilient against evolving threats.

As your organization continues to embrace digital transformation, rethinking the role of cybersecurity becomes paramount, especially when moving data to third-party cloud services. This shift necessitates a strategic overhaul of your cybersecurity framework to effectively manage the complexities of new ecosystems. By implementing comprehensive monitoring tools and adopting a layered security approach that includes encryption, access controls, and regular security assessments, you can enhance your organization's visibility into emerging and changing risks that come with technological progression.

Furthermore, reallocating budget towards strengthening cyber defenses is essential. This financial commitment should support the deployment of advanced security solutions and skilled personnel training, ensuring your organization remains well-equipped to identify, analyze, and mitigate risks proactively and rapidly. By doing so, you both safeguard your digital assets and also build a resilient infrastructure and operational deployment capability that supports your organization's long-term strategic goals.

Holistic Transformation

Lasting, real transformations touch on every aspect of the enterprise from its overarching ambition and strategy to the day-to-day management of people, processes, and technology. To accomplish a holistic enterprise transformation, using a strategic and proven approach is critical.

1 PLAN

2 EXECUTE

3 OPTIMIZE

Plan: The Why & What

Central to any transformation is the enterprise's **ambition and strategy**. This establishes the overall direction and vision for the organization's future and should articulate a shared leadership ambition outlining how any transformation fits into the broader mission of the enterprise. Using Deloitte's **strategic and proven approach** for enterprise transformation, business and technology leaders can best position themselves to deliver on their transformation goals. Our approach emphasizes the need for CIOs to understand their mission and organizational objectives, challenges, and constraints in order to effectively **plan** the architecture and roadmap for the transformation journey that will efficiently allocate resources and achieve objectives. This phase essentially establishes "why" the transformation is necessary and "what" (**services**) the transformation intends to change. Services could include both the work and products that are offered, and will be offered, in the future, as well as the mechanism for delivering those services. This could involve introducing new services, discontinuing old ones, and/or improving the delivery of existing services.

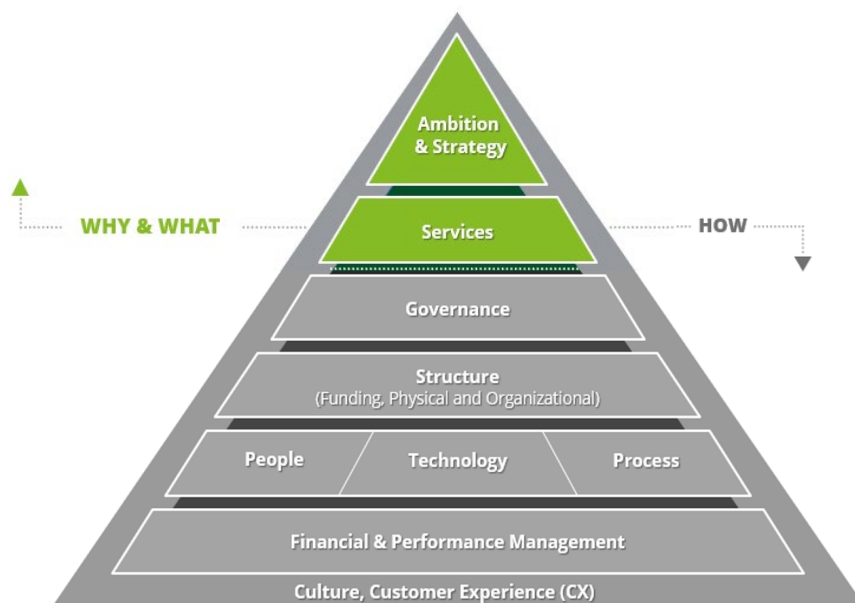


Figure 1A: Holistic Transformation Model

Execute & Optimize: The How

CIOs and CTOs, having established a clear ambition and strategy for transformation and identifying the impact to the services it offers, must decide how that transformation plan will be operationalized. The **execute** phase in our approach therefore includes software and technology development, integration and modernization. To best ensure successful and on-time delivery, our approach further recommends in this phase ongoing project and risk management to identify and mitigate potential risks. This is addressed through multiple components starting with **governance**. Governance describes the decision-making process, the delivery of work, and the overall leadership structure within the enterprise.

The “how” aspect of holistic transformation continues into **people, process, and technology**. Here, CIOs and CTOs assess current capabilities, identify gaps, and plan for the recruitment, training, or acquisition of necessary resources. Similarly, transforming the **structure** of an enterprise could involve organizational restructuring, changing reporting lines, or redefining roles and responsibilities. Another key component of the execute phase is effective change management, including communication strategies, stakeholder engagement, and trainings. This requires CIOs and CTOs to reimagine enterprise **culture** and define the values, attitudes, and behaviors that will be encouraged and rewarded within the transformed enterprise.

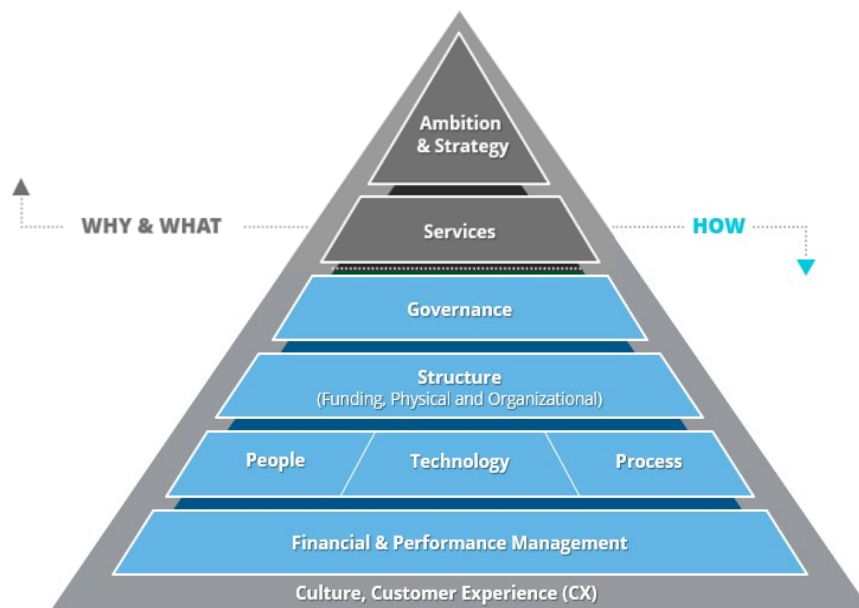


Figure 1B: Holistic Transformation Model

The process of transformation is also ongoing, and thus requires effective **optimization**. To accomplish this, we offer optimized managed services and operations for data centers, cloud infrastructure, and applications and incorporate constant innovation into operational processes in our transformation approach.

The optimization phase in our transformation approach additionally requires **performance management** (defining how the enterprise will measure the effectiveness and impact of changes on the agency’s mission outcomes) and reimagining **customer experience**. Developing and continuously monitoring results through key performance indicators (and adjusting plans to improve operational efficiency, enhance performance, and reduce cost) is critical in this phase as transforming customer experience is realized through performance management success. Customer experience transformation therefore helps answers both the *why* and *how* of the transformation, as it is both the reason for the transformation and the means of evaluating its success.

Define Transformation Objectives

CIOs and CTOs are critical in helping an enterprise navigate the digital landscape, manage IT resources, and align technology initiatives with business objectives. By assessing impact and complexity (*Figure 2*), leaders can maximize and prioritize opportunities to achieve their Agency's unique mission objectives.

Consider these potential objectives:

Enable your Mission: Integrating Advanced Technology

Empowering your Agency's mission requires more than just a commitment to service. It demands the strategic integration of advancements in technology into your core operations. By harnessing the power of innovative tech solutions, you can enhance your enterprise's capacity to deliver, respond, and adapt to the changing needs of the public sector, thereby reinforcing your commitment to your mission.

Accelerate Outcomes: Expedited Value Creation

With the advancement of industry leading technologies and capabilities, it's possible to accelerate delivery cycles and expedite value creation. By fostering a culture of agility and resilience, you can drive faster and more effective outcomes, fostering efficiency and productivity across your enterprise. Leveraging cutting-edge technologies and capabilities not only streamlines your operations but also propels your Agency towards its strategic objectives.

Innovate IT Capabilities: Leveraging Latest Technology Solutions

Innovation is at the heart of transformation. By leveraging the latest technology solutions—including cloud computing, artificial intelligence (AI), and cybersecurity—you can dramatically improve the outcomes for your Agency. These technologies provide scalable, efficient, and secure platforms for your operations, enabling you to drive mission enablement, improve service delivery, and ensure the sustainability of your enterprise in a highly competitive and evolving environment.

Improve the End-User Experience: Enhancing User Interactions

Creating a positive experience for citizens and end-users is a crucial element of enterprise transformation. By focusing on enhancing ease of use and improving the overall user experience, you can increase engagement, satisfaction, and loyalty. This, in turn, can lead to increased adoption of your services, boosting your reputation and trust among the citizens and stakeholders you serve.

Fortify your Infrastructure: Strengthening Cyber Defense

In our digital age, strengthening your enterprise's ability to protect and defend against cyber attacks and threats is non-negotiable. By fortifying your security infrastructure and, more importantly, your broader, systemic Cyber mindset, you can ensure the integrity, availability, and confidentiality of your information assets. This not only safeguards your Agency's vital data and systems but also reinforces public trust in your ability to securely manage and protect citizen information.

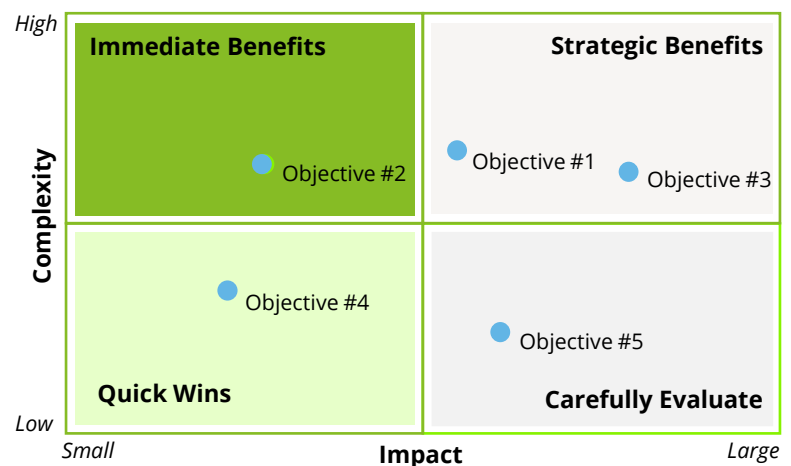


Figure 2: Example Opportunity Prioritization Matrix
(For Illustrative Purposes Only)

Transformation with Deloitte

Deloitte offers industry-leading IT and enterprise transformation services, merging your goals with cutting-edge capabilities to expedite strategic and operational outcomes. Our strategic approach, deep industry understanding, and use of AI and data allow us to deliver unique insights, innovative solutions, and lasting value.

Transformation is what we do

At Deloitte, we bring the breadth of our industry-leading IT and enterprise transformation practices, aligning your transformation goals with cutting-edge capabilities to accelerate outcomes for your enterprise and elevate the future of your mission outcomes.

Partner of the Year

Deloitte is a globally recognized systems integrator and transformation leader, maintaining top-tier alliances with the world's most innovative technology providers, making it a preferred partner for government and public sector CIOs across the country. For example, Deloitte was named the NVIDIA Partner Network Global Consulting 2024 Partner of the Year for the fourth consecutive year, Informatica Global Partner of the Year for 2023, AWS Regional & Global 2022 Partner, Intel Global Systems Integrator Partner of the Year for 2024, and Databricks' Transformation Partner of the Year and Public Sector Partner of the Year.

Proven Excellence

Our national team consists of 50+ former chief executives across every industry and sector. Further, we serve 90% of the companies listed in the Fortune 500, which underscores our reach and the trust industry leaders place in our service delivery. Our expertise extends beyond the corporate world, however. We also serve every cabinet-level agency and 46 out of the 50 US

states, demonstrating our ability to navigate the complexities of government operations and regulations. Our work with these agencies reflects our commitment to supporting the public sector in leveraging technology to improve efficiencies, deliver services to citizens, and achieve mission objectives.

Testament to Our Innovation Expertise

Our global revenue of \$65 billion stands as a testament to our extensive experience across a broad range of technology and service areas. Deloitte is also recognized as a global leader by Gartner (*Figure 5*), IDC, and ALM Intelligence. We are a global leader in cloud IT transformation, custom software development, and software engineering. With capabilities spanning cloud, AI, ERP, cyber, and digital - Deloitte truly drives technology innovation, ensuring your enterprise is at the forefront of innovation.

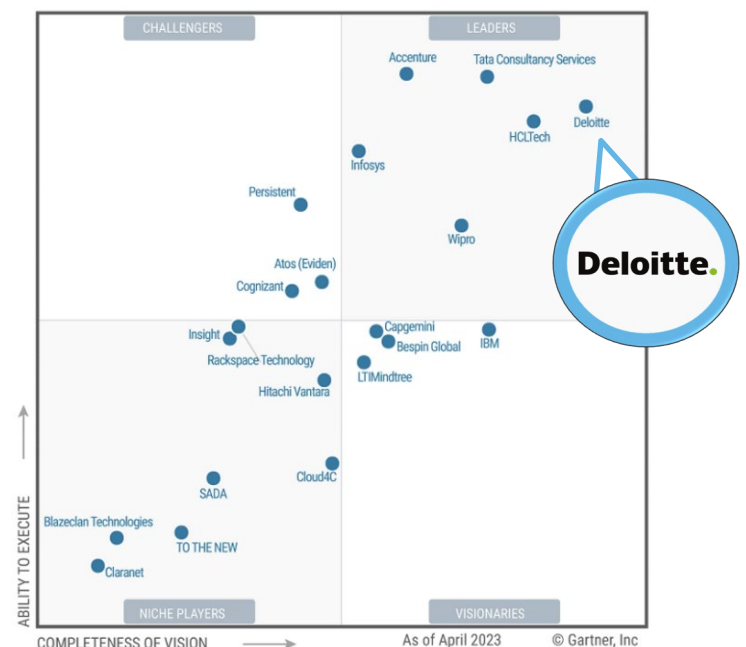


Figure 4: Magic Quadrant for Public Cloud IT Transformation Services

Summary of Accolades



SOFTWARE DEVELOPMENT

2023 Gartner Leader in Custom Software Development Services



CONSULTING SERVICES LEADER

Recognized as a global leader by Gartner, IDC, and ALM Intelligence



CLOUD PROFESSIONAL SERVICES

2023 Gartner Leader in Public Cloud IT Transformation



DATA AND ANALYTICS

2023 Everest Leader and Star Performer in Data and Analytics



CYBER SECURITY

Gartner Leader in Security Consulting Services for 12 consecutive years



INNOVATION

ALM Intelligence Leader in Innovation Strategy Consulting Form for two consecutive years

Empowering IT leaders to deliver value. To mission.

Your role as a technology leader is constantly evolving and staying ahead of the curve can be challenging. Our services, paired with relevant insights and tailored experiences from Deloitte's CIO Program, are designed to help accelerate your leadership journey while strategically steering your agency toward success.

Next Generation CIO Academy

Developing Leaders

The Next Generation CIO Academy is an exclusive leadership development opportunity for aspiring CIOs, who are 0-3 years out in the succession plan, to broaden their perspectives, enhance leadership capabilities, expand their peer network, and prepare for what's next. The Academy is an opportunity to accelerate an emerging IT leader's development through a three-day immersion involving thought-provoking speakers, collaborative team discussions, and breakouts focused on emerging tech topics.

CIO Labs

Breaking Through

Through our immersive Transition Lab & Enterprise IT Transformation Lab, we bring together a multidisciplinary team of Deloitte leaders, experienced professionals, and former CIOs to help IT executives and their teams get ahead—and stay ahead—in the face of growing challenges and demands.

CIO Peer Forums and Networking

Fostering Connections

Through peer forums and networking, our Program offers distinctive opportunities to elevate your organization's external brand while networking and exploring ideas to elevate enterprise technology. CIOs and tech leaders are invited to join topical discussions with peers to create meaningful connections through insightful conversations.

Dedicated Community of Practice

Advancing Your Capability

Deloitte's CIO/CTO Transformation Program's Community of Practice is composed of specialized, highly-effective, and trusted practitioners focused on partnering with our CIO clients. This cohort encompasses Deloitte's expertise, influence, and reach in CIO support across industry and offers learning and development opportunities to upskill an organization's technology capability to support CIOs and their organization in achieving better mission outcomes.

Deloitte's GPS CIO Council

Bridging the Gap

Deloitte has assembled a council of former government CIOs with direct experience solving complex challenges for government tech executives; they are uniquely positioned to understand the needs and responsibilities of government CIOs and share insights to enable successful and sustainable enterprise IT transformations.

The CIO Program for Government & Public Services



Contact Us



Jason Manstof

Principal

jmanstof@deloitte.com

Relevant experience

Jason Manstof leads the Strategy & Analytics practice. His primary areas of expertise include corporate and business unit strategy, operating model strategy, and innovation.



Aman Vij

Principal

avij@deloitte.com

Relevant experience

Aman leads the Strategy offering and is a Principal with 20+ years of experience in IT Transformation, IT Modernization, IT Cost Analysis, and legacy application consolidation and conversion.



Doug Bourgeois

Managing Director

dbourgeois@deloitte.com

Relevant experience

Doug Bourgeois is a former government CIO and Shared Services Executive Director. He has extensive experience in digital strategy and cloud computing, specializing in driving digital transformations and managing technology innovations.



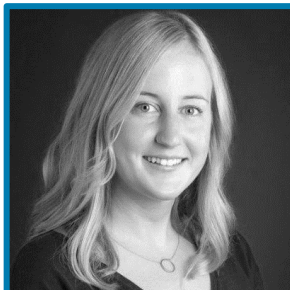
Chris Keel

Principal

ckeel@deloitte.com

Relevant experience

Chris Keel is a Principal in Deloitte's State & Local sector. For more than 22 years Chris has helped clients implement and modernize technology to transform their business.



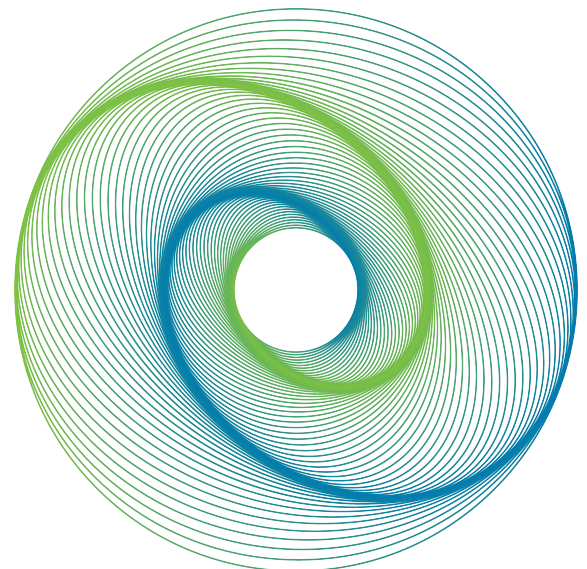
Audrey Crowell

Senior Manager

acrowell@deloitte.com

Relevant experience

Audrey Crowell brings extensive experience in systems engineering, cloud policy, and acquisition across DoD programs.



Thank you.



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2025 Deloitte Development LLC. All rights reserved.