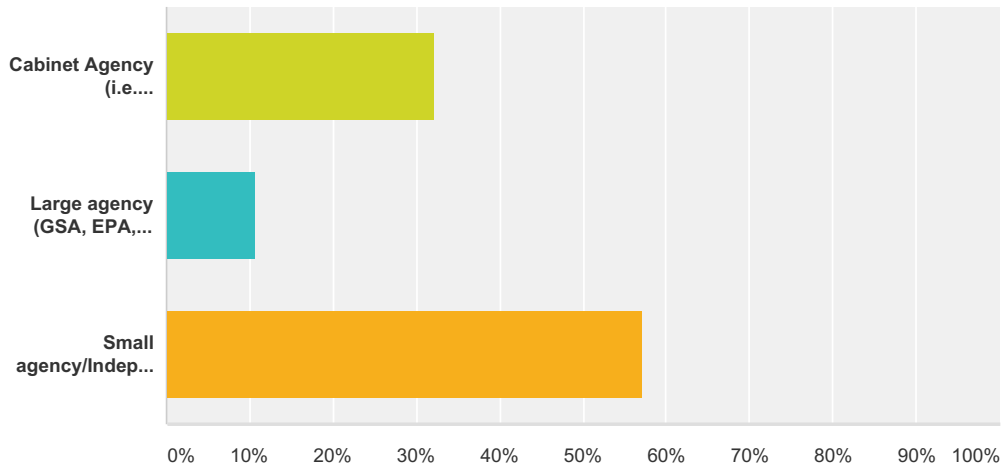


Q1 I work at a:

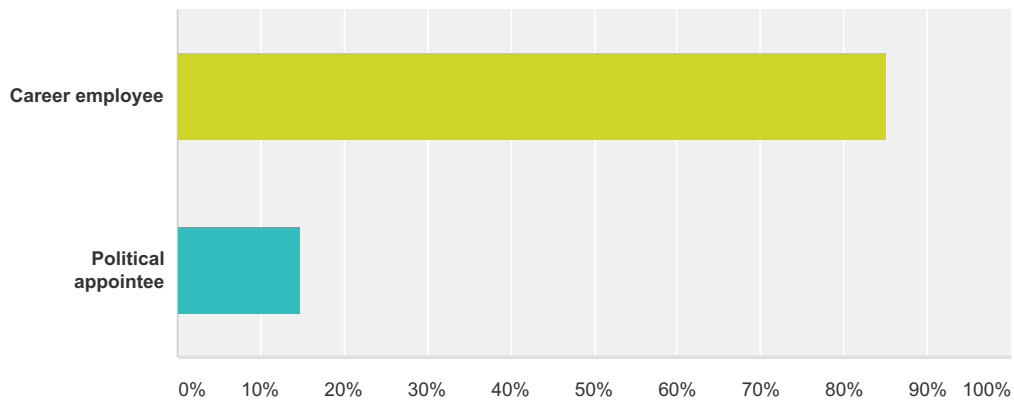
Answered: 28 Skipped: 0



Answer Choices	Responses
Cabinet Agency (i.e. Transportation, VA, etc.)	32.14% 9
Large agency (GSA, EPA, etc.)	10.71% 3
Small agency/Independent agency	57.14% 16
Total	28

Q2 I am a:

Answered: 27 Skipped: 1

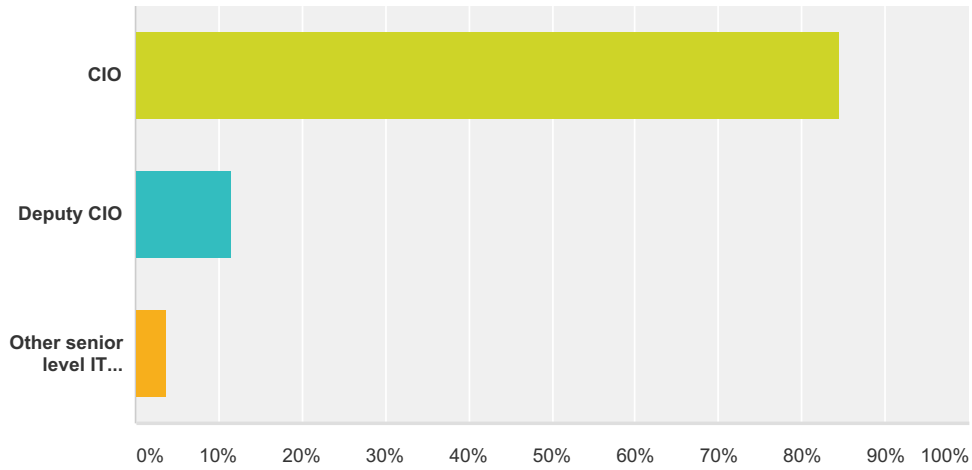


Answer Choices	Responses
Career employee	85.19% 23
Political appointee	14.81% 4
Total	27

Q3 I am a:

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Answered: 26 Skipped: 2

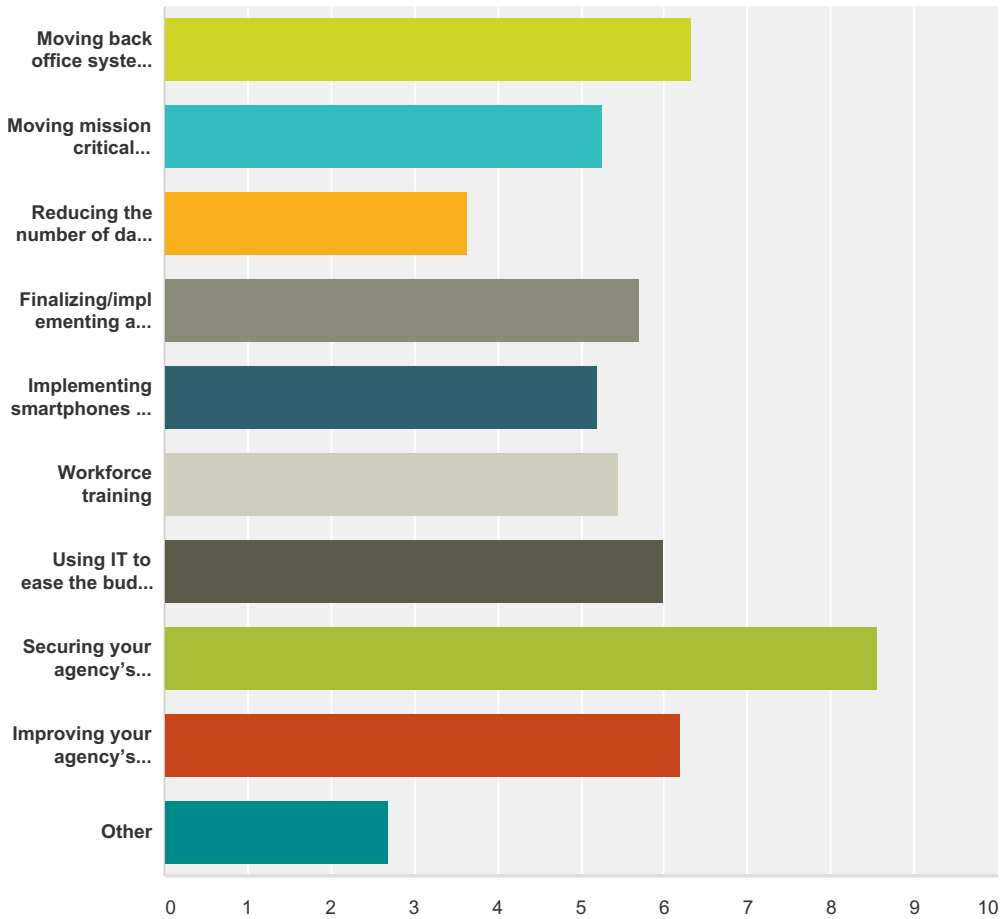


Answer Choices	Responses
CIO	84.62% 22
Deputy CIO	11.54% 3
Other senior level IT manager (CTO, CISO, etc.)	3.85% 1
Total	26

Q4 What are your top priorities for 2015? (Please rank in order 1=top priority, 10=lowest priority)

Answered: 27 Skipped: 1

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	1	2	3	4	5	6	7	8	9	10	Total	Average Ranking
Moving back office systems or commodity IT to the cloud	14.81% 4	7.41% 2	3.70% 1	22.22% 6	14.81% 4	14.81% 4	7.41% 2	11.11% 3	3.70% 1	0.00% 0	27	6.33
Moving mission critical systems to the cloud	7.41% 2	7.41% 2	3.70% 1	3.70% 1	18.52% 5	18.52% 5	22.22% 6	3.70% 1	11.11% 3	3.70% 1	27	5.26
Reducing the number of data centers your agency manages	0.00% 0	3.70% 1	7.41% 2	3.70% 1	11.11% 3	7.41% 2	11.11% 3	7.41% 2	25.93% 7	22.22% 6	27	3.63
Finalizing/implementing a mobile computing strategy	3.70% 1	14.81% 4	3.70% 1	25.93% 7	7.41% 2	11.11% 3	3.70% 1	18.52% 5	7.41% 2	3.70% 1	27	5.70
Implementing smartphones or tablet computers to meet mission needs	3.70% 1	3.70% 1	14.81% 4	3.70% 1	11.11% 3	18.52% 5	22.22% 6	11.11% 3	11.11% 3	0.00% 0	27	5.19
Workforce training	3.70% 1	7.41% 2	11.11% 3	11.11% 3	18.52% 5	14.81% 4	3.70% 1	18.52% 5	7.41% 2	3.70% 1	27	5.44
Using IT to ease the budget pressures your agency is facing	3.70% 1	22.22% 6	7.41% 2	14.81% 4	11.11% 3	3.70% 1	14.81% 4	11.11% 3	11.11% 3	0.00% 0	27	6.00
Securing your agency's networks and systems	40.74% 11	18.52% 5	25.93% 7	3.70% 1	3.70% 1	0.00% 0	3.70% 1	3.70% 1	0.00% 0	0.00% 0	27	8.56

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Improving your agency's management of large IT projects	18.52% 5	3.70% 1	18.52% 5	11.11% 3	3.70% 1	11.11% 3	11.11% 3	7.41% 2	14.81% 4	0.00% 0	27	6.19
Other	3.70% 1	11.11% 3	3.70% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	7.41% 2	7.41% 2	66.67% 18	27	2.70

Q5 If you said other, please describe.

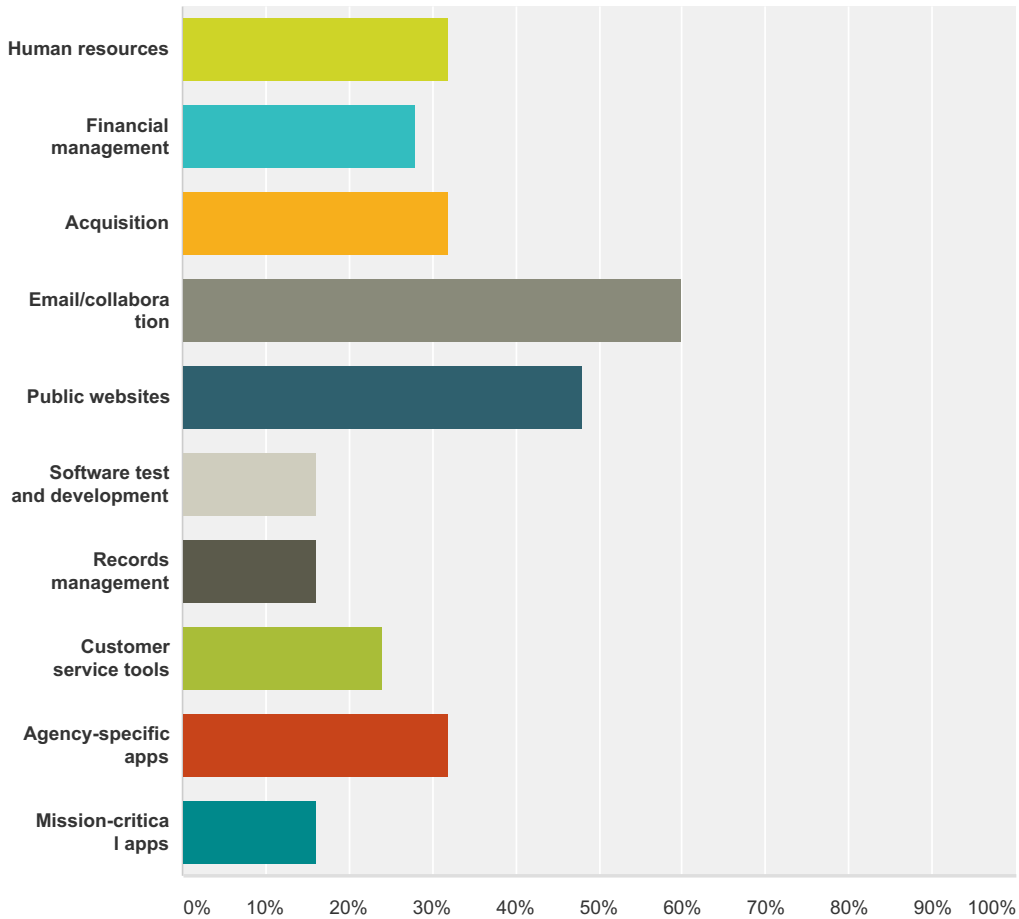
Answered: 8 Skipped: 20

#	Responses	Date
1	Consolidation of sub-department components IT infrastructure into an enterprise IT shared service	9/25/2014 8:08 AM
2	leveraging and improving big data capabilities	9/17/2014 8:55 AM
3	fixing operational issues; improving department-wide collaboration in a federated environment; developing and operationalizing our enterprise architecture; developing a department-wide IT strategic plan	9/11/2014 9:30 AM
4	Keeping the lights on. With no end in sight to slashed budgets, my number one priority is maintaining mission-essential services. Following hard on that are initiatives aimed at reducing cost - or at least reducing the rate of cost growth.	9/9/2014 2:09 PM
5	Operational Excellence; Analytics Platform	9/8/2014 6:34 PM
6	Establishing 1st generation Government to Citizen interactive online applications.	9/8/2014 2:15 PM
7	consolidating commodity IT into a shared services environment	9/5/2014 4:57 PM
8	note 2013 was two years ago - you must mean 2015; being transformative in the way we deliver IT services	9/5/2014 4:29 PM

Q6 What applications have you already moved to the cloud? (Check all that apply.)

Answered: 25 Skipped: 3

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Answer Choices	Responses
Human resources	32.00% 8
Financial management	28.00% 7
Acquisition	32.00% 8
Email/collaboration	60.00% 15
Public websites	48.00% 12
Software test and development	16.00% 4
Records management	16.00% 4
Customer service tools	24.00% 6
Agency-specific apps	32.00% 8
Mission-critical apps	16.00% 4
Total Respondents: 25	

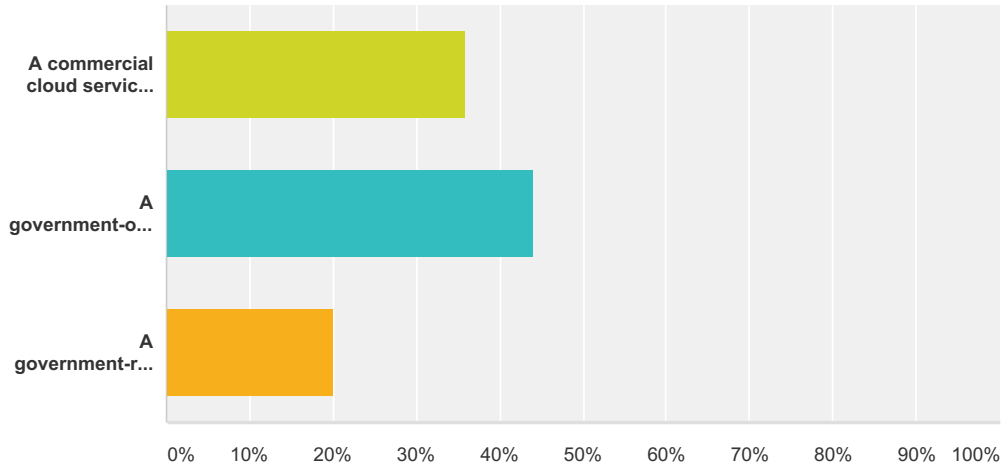
#	Comment:	Date
1	Emergency Notification System	9/25/2014 8:08 AM
2	We utilize an internal cloud and have NO plans to move any applications to a public cloud except for those things we post on a cloud based public facing web site.	9/17/2014 8:55 AM

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3	To date, "corporate" cloud only, in the form of as-a-service offerings.	9/9/2014 2:09 PM
4	much in process	9/5/2014 4:57 PM
5	private clouds	9/5/2014 4:29 PM

Q7 For the most part, your apps in the cloud reside in:

Answered: 25 Skipped: 3

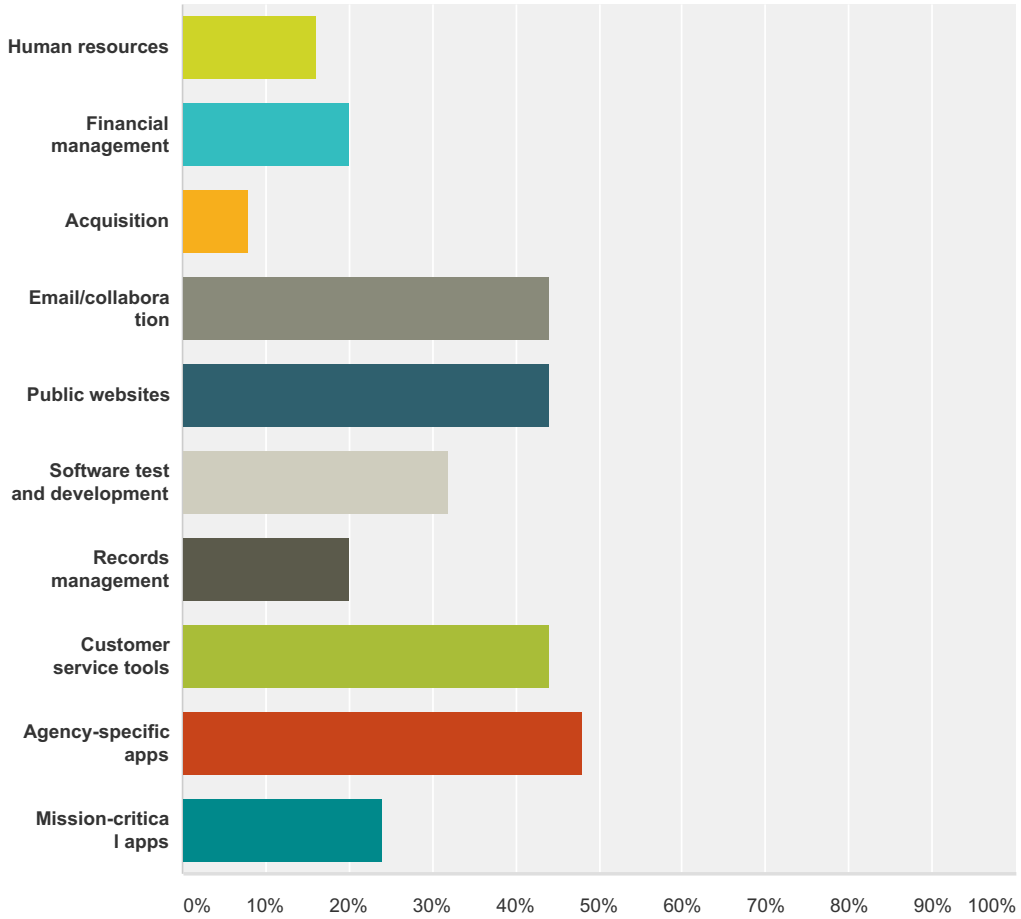


Answer Choices	Responses
A commercial cloud service provider	36.00% 9
A government-only commercial cloud	44.00% 11
A government-run cloud	20.00% 5
Total	25

Q8 What applications are at the top of your priority list for moving to the cloud? (Check all that apply.)

Answered: 25 Skipped: 3

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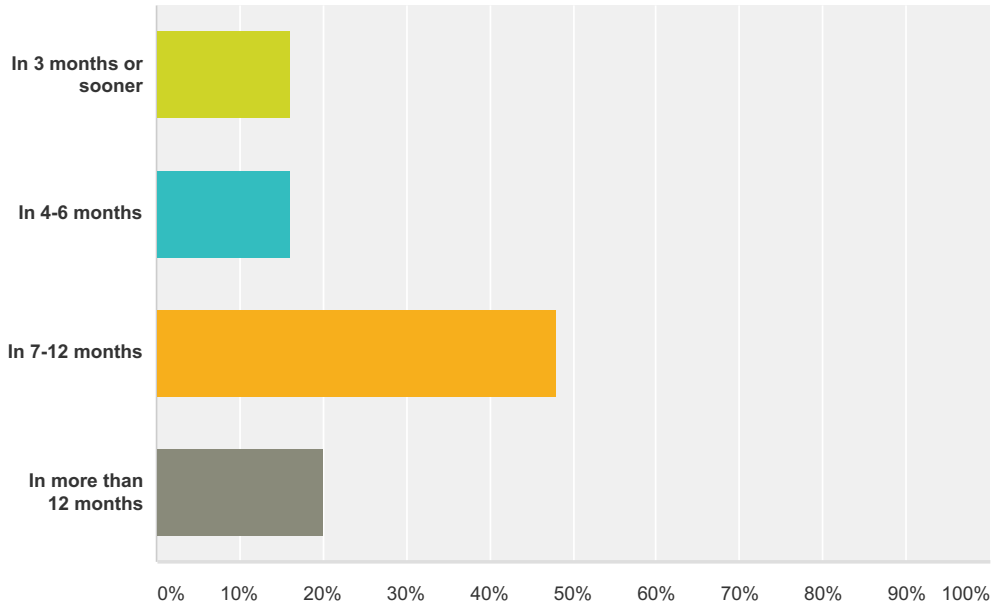


Answer Choices	Responses
Human resources	16.00% 4
Financial management	20.00% 5
Acquisition	8.00% 2
Email/collaboration	44.00% 11
Public websites	44.00% 11
Software test and development	32.00% 8
Records management	20.00% 5
Customer service tools	44.00% 11
Agency-specific apps	48.00% 12
Mission-critical apps	24.00% 6
Total Respondents: 25	

#	Comments	Date
1	SharePoint intranet	9/16/2014 1:12 PM
2	Shared services are an alternative to cloud that we use.	9/16/2014 8:47 AM
3	public cloud	9/5/2014 4:29 PM

Q9 When do you expect to move these systems to the cloud?

Answered: 25 Skipped: 3



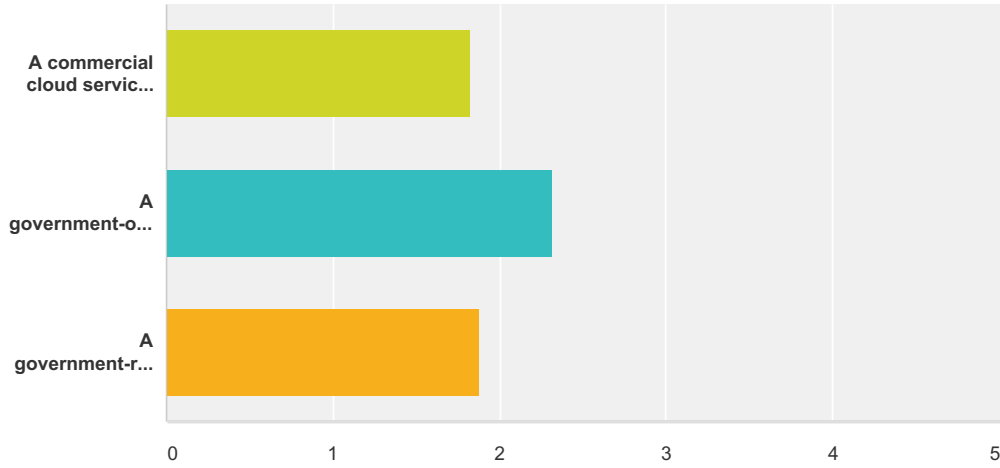
Answer Choices	Responses
In 3 months or sooner	16.00% 4
In 4-6 months	16.00% 4
In 7-12 months	48.00% 12
In more than 12 months	20.00% 5
Total	25

#	Comments	Date
	There are no responses.	

Q10 For the most part, do you anticipate using : (Rank in order of preference)

Answered: 25 Skipped: 3

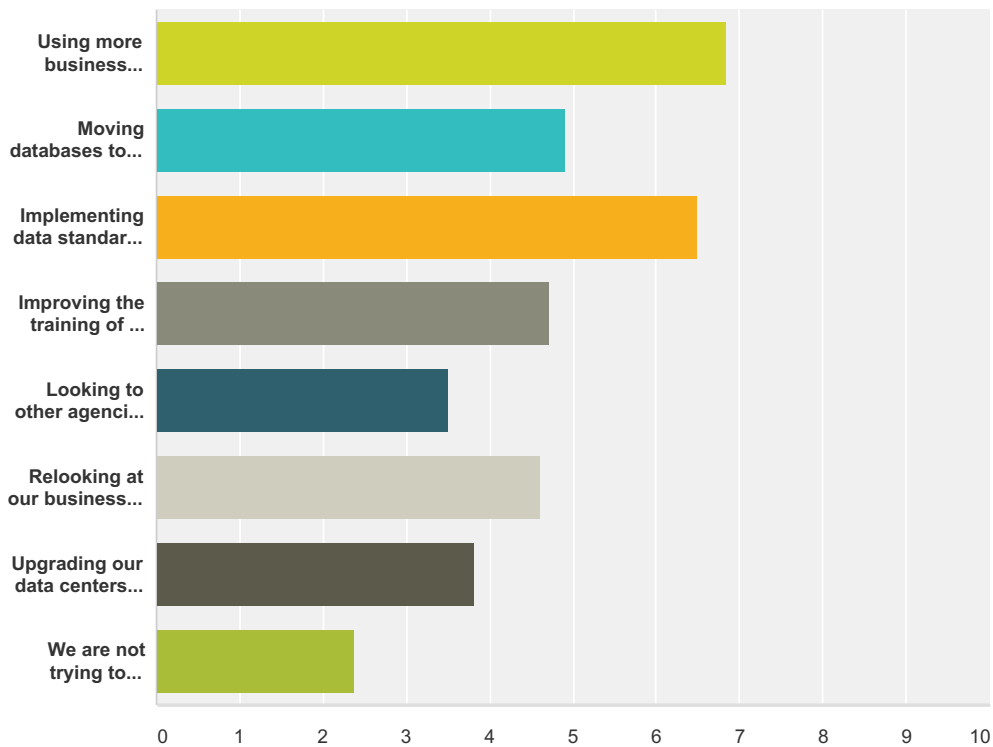
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	1	2	3	N/A	Total	Average Ranking
A commercial cloud service provider	32.00% 8	16.00% 4	48.00% 12	4.00% 1	25	1.83
A government-only commercial cloud	44.00% 11	44.00% 11	12.00% 3	0.00% 0	25	2.32
A government-run cloud	24.00% 6	36.00% 9	36.00% 9	4.00% 1	25	1.88

Q11 How is your agency trying to approach big data? (Please rank all that apply.)

Answered: 27 Skipped: 1

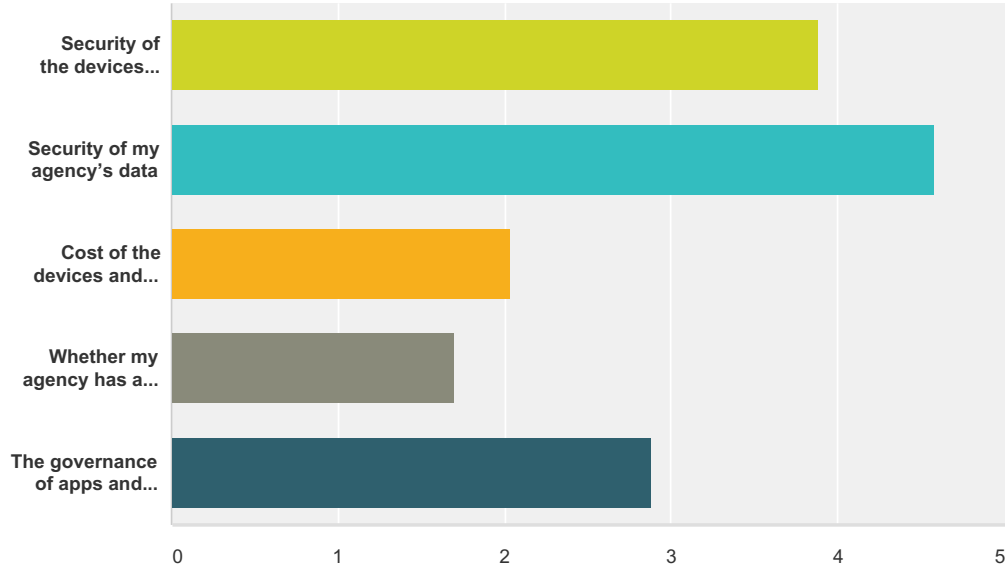


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	1	2	3	4	5	6	7	8	N/A	Total	Average Ranking
Using more business intelligence/analytics software	40.74% 11	22.22% 6	22.22% 6	3.70% 1	3.70% 1	3.70% 1	0.00% 0	0.00% 0	3.70% 1	27	6.85
Moving databases to the cloud	3.70% 1	14.81% 4	18.52% 5	7.41% 2	14.81% 4	14.81% 4	7.41% 2	0.00% 0	18.52% 5	27	4.91
Implementing data standards to better manage the information	22.22% 6	33.33% 9	14.81% 4	22.22% 6	3.70% 1	0.00% 0	0.00% 0	0.00% 0	3.70% 1	27	6.50
Improving the training of my IT staff to deal with big data	0.00% 0	14.81% 4	11.11% 3	14.81% 4	33.33% 9	11.11% 3	3.70% 1	0.00% 0	11.11% 3	27	4.71
Looking to other agencies for help and tools	3.70% 1	0.00% 0	7.41% 2	7.41% 2	11.11% 3	37.04% 10	22.22% 6	0.00% 0	11.11% 3	27	3.50
Relooking at our business processes to improve how we manage and use data	7.41% 2	11.11% 3	7.41% 2	29.63% 8	14.81% 4	3.70% 1	22.22% 6	0.00% 0	3.70% 1	27	4.62
Upgrading our data centers for higher density storage	7.41% 2	0.00% 0	14.81% 4	7.41% 2	11.11% 3	14.81% 4	22.22% 6	7.41% 2	14.81% 4	27	3.83
We are not trying to address big data	14.81% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.70% 1	59.26% 16	22.22% 6	27	2.38

Q12 What are your biggest concerns about mobile devices? (Please rank all that apply.)

Answered: 26 Skipped: 2



	1	2	3	4	5	N/A	Total	Average Ranking
Security of the devices themselves	19.23% 5	53.85% 14	23.08% 6	3.85% 1	0.00% 0	0.00% 0	26	3.88
Security of my agency's data	69.23% 18	23.08% 6	3.85% 1	3.85% 1	0.00% 0	0.00% 0	26	4.58
Cost of the devices and services	0.00% 0	7.69% 2	11.54% 3	57.69% 15	23.08% 6	0.00% 0	26	2.04

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Whether my agency has a real mission need for smartphones and/or tablets	3.85% 1	3.85% 1	11.54% 3	11.54% 3	57.69% 15	11.54% 3	26	1.70
The governance of apps and devices	7.69% 2	11.54% 3	50.00% 13	23.08% 6	7.69% 2	0.00% 0	26	2.88

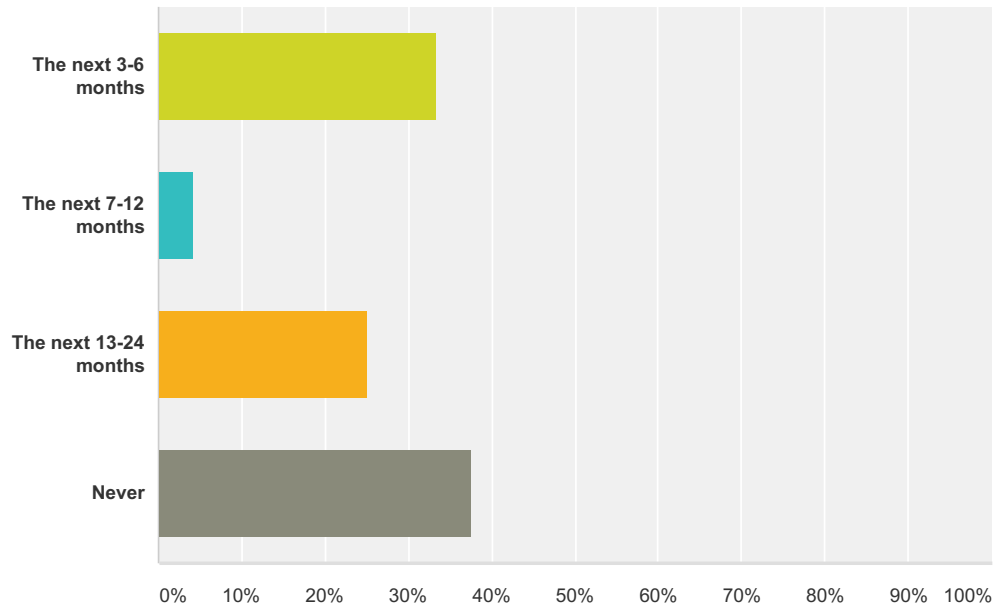
Q13 What other concerns do you have around using mobile devices?

Answered: 5 Skipped: 23

#	Responses	Date
1	durability - to reduce high turnover of damaged assets	9/22/2014 6:09 PM
2	N/A	9/17/2014 12:35 PM
3	managing risk, privacy, and liability concerns	9/11/2014 9:30 AM
4	Establishing a framework for Federal BYOD Reimbursement	9/8/2014 2:15 PM
5	supporting multiple preferences	9/5/2014 4:57 PM

Q14 My agency will implement a bring-your-own-device (BYOD) approach to mobility in:

Answered: 24 Skipped: 4



Answer Choices	Responses
The next 3-6 months	33.33% 8
The next 7-12 months	4.17% 1
The next 13-24 months	25.00% 6
Never	37.50% 9

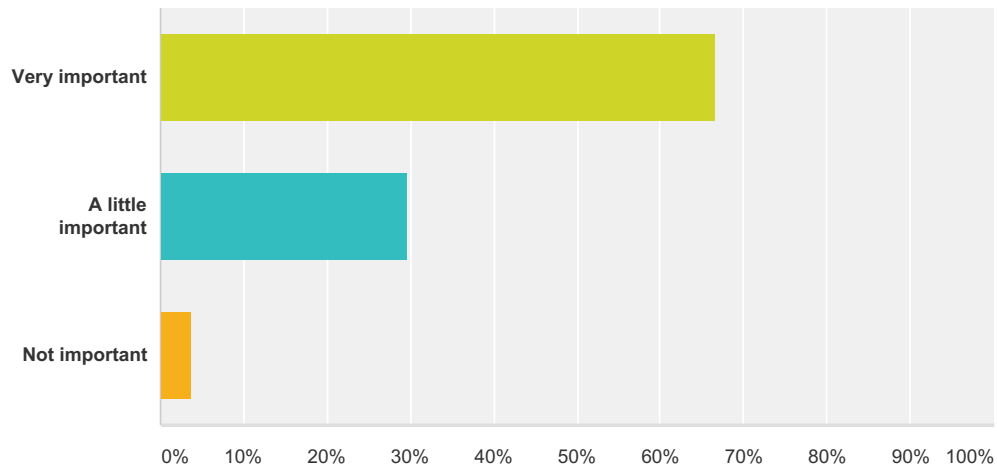
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Total	24
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#	Comment:	Date
1	We have a BYOD policy	9/22/2014 5:39 PM
2	Probably beyond 24 months but not "Never"	9/22/2014 3:48 PM
3	No plans.	9/17/2014 11:01 AM
4	We have already implemented BYOD in FY2013	9/16/2014 8:47 AM
5	I haven't seen a timeline	9/16/2014 8:39 AM
6	still being decided	9/11/2014 9:30 AM
7	TBD: We are sued a lot and thus BYOD may not be appropriate but we will evaluate soon.	9/8/2014 6:34 PM
8	EEOC established BYOD in 2012	9/8/2014 2:15 PM
9	Migrating to a new BYOD solution, replacing current one	9/8/2014 8:19 AM
10	already permitted for non-union employees	9/5/2014 4:29 PM

Q15 How important is it to your agency to let employees use mobile devices to meet your mission?

Answered: 27 Skipped: 1

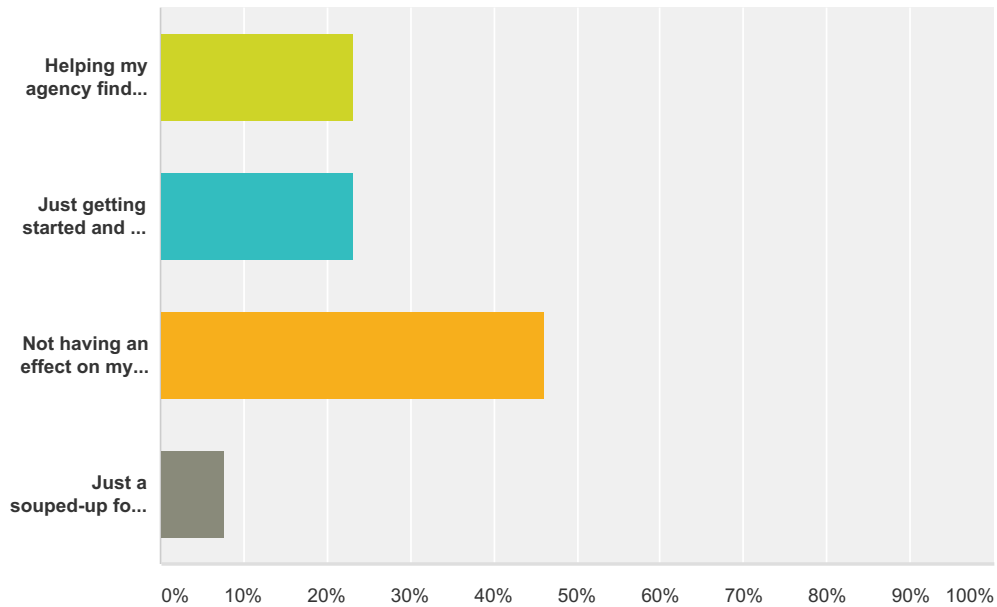


Answer Choices	Responses	
Very important	66.67%	18
A little important	29.63%	8
Not important	3.70%	1
Total		27

#	Comments:	Date
1	Communications is a key need	9/16/2014 8:47 AM
2	BYOD allows us to keep mobile device provisioning costs within check.	9/8/2014 2:15 PM

Q16 PortfolioStat is:

Answered: 26 Skipped: 2



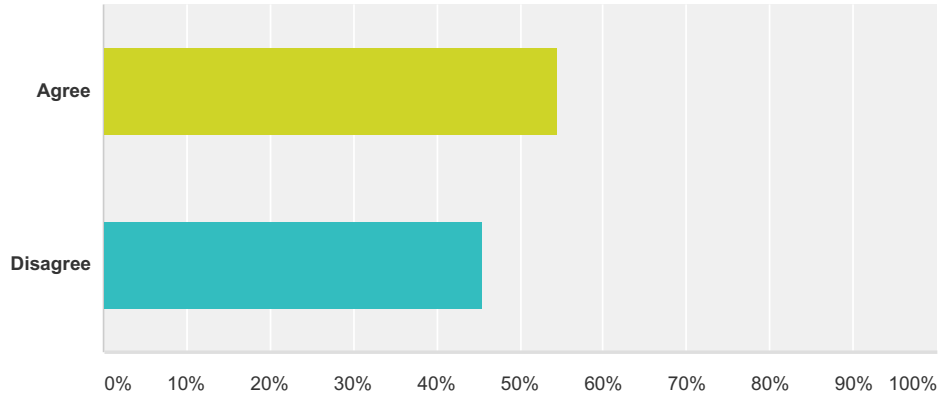
Answer Choices	Responses
Helping my agency find redundancies and become more efficient	23.08% 6
Just getting started and is too early to tell its impact	23.08% 6
Not having an effect on my agency yet	46.15% 12
Just a souped-up form of TechStat and isn't worthwhile	7.69% 2
Total	26

#	Comments	Date
1	Discussion but not very meaningful to drive a change in approach or strategy at this times. Some of the commodity reductions are happening given the change in technology	9/22/2014 6:09 PM
2	Most small agencies are not required to use PortfolioStat	9/8/2014 2:15 PM
3	total complete waste of time and effort - only valuable for soundbites by omb publicists	9/5/2014 4:29 PM

Q17 My agency's use of PortfolioStat is bringing the CXO community closer together to make better decisions on programmatic investments.

Answered: 22 Skipped: 6

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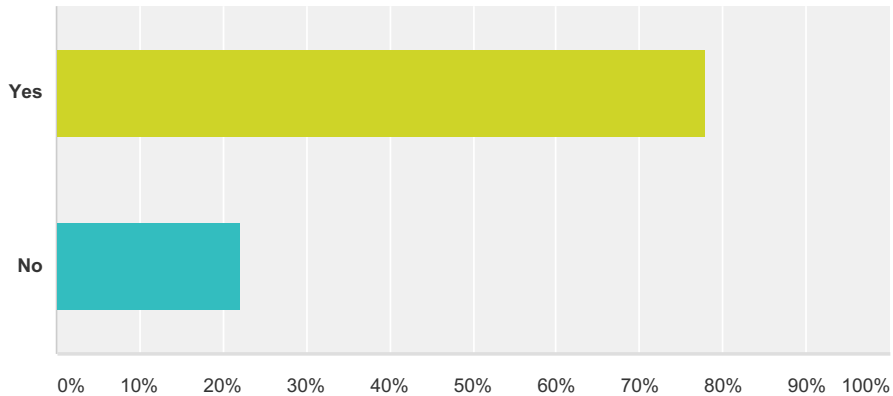


Answer Choices	Responses
Agree	54.55% 12
Disagree	45.45% 10
Total	22

#	Comments:	Date
1	I don't even know what that is.	9/22/2014 3:48 PM
2	N/A	9/17/2014 11:01 AM
3	We are a small agency and have only one CIO	9/16/2014 8:47 AM
4	It's a mixed bag.	9/9/2014 2:09 PM
5	Most small agencies are not required to use PortfolioStat	9/8/2014 2:15 PM
6	the jury is still out	9/5/2014 4:57 PM
7	stupid waste of time inflicted on government by a cio and cto with zero large systems experience	9/5/2014 4:29 PM

Q18 Are you familiar with the provisions included in the Federal IT Acquisition Reform Act (FITARA) legislation?

Answered: 27 Skipped: 1



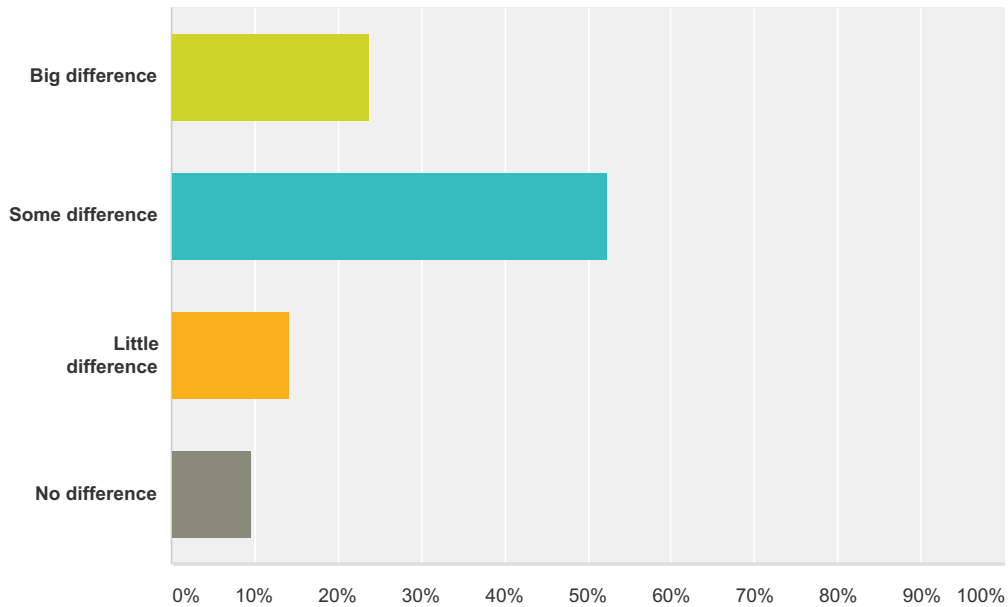
Answer Choices	Responses
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Yes	77.78%	21
No	22.22%	6
Total		27

Q19 If yes, what difference will the provisions around CIO authorities make for you/your agency should the bill become law?

Answered: 21 Skipped: 7



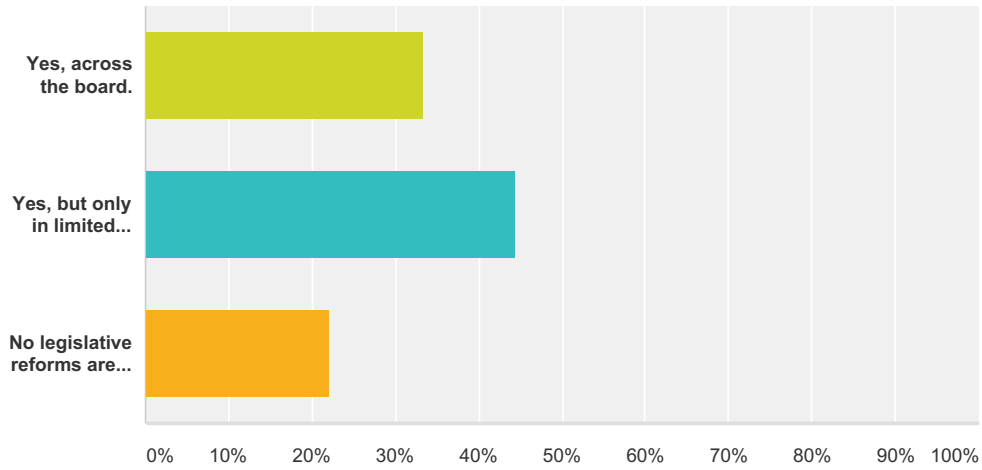
Answer Choices	Responses	Count
Big difference	23.81%	5
Some difference	52.38%	11
Little difference	14.29%	3
No difference	9.52%	2
Total		21

#	Comments:	Date
1	As currently drafted it could have serious ramifications to our mission.	9/17/2014 8:56 AM
2	We are hopeful for a streamlined process.	9/16/2014 8:47 AM
3	hopefully	9/11/2014 9:30 AM
4	CIO is already one of the key executives reporting to the Chair thru the COO. CIO already has budget control of all IT funding.	9/8/2014 2:16 PM
5	this law does not solve the biggest problem for it in government - ease of hiring and firing of IT talent	9/5/2014 4:30 PM

Q20 If no, generally speaking do you think

federal IT needs legislative reforms?

Answered: 9 Skipped: 19



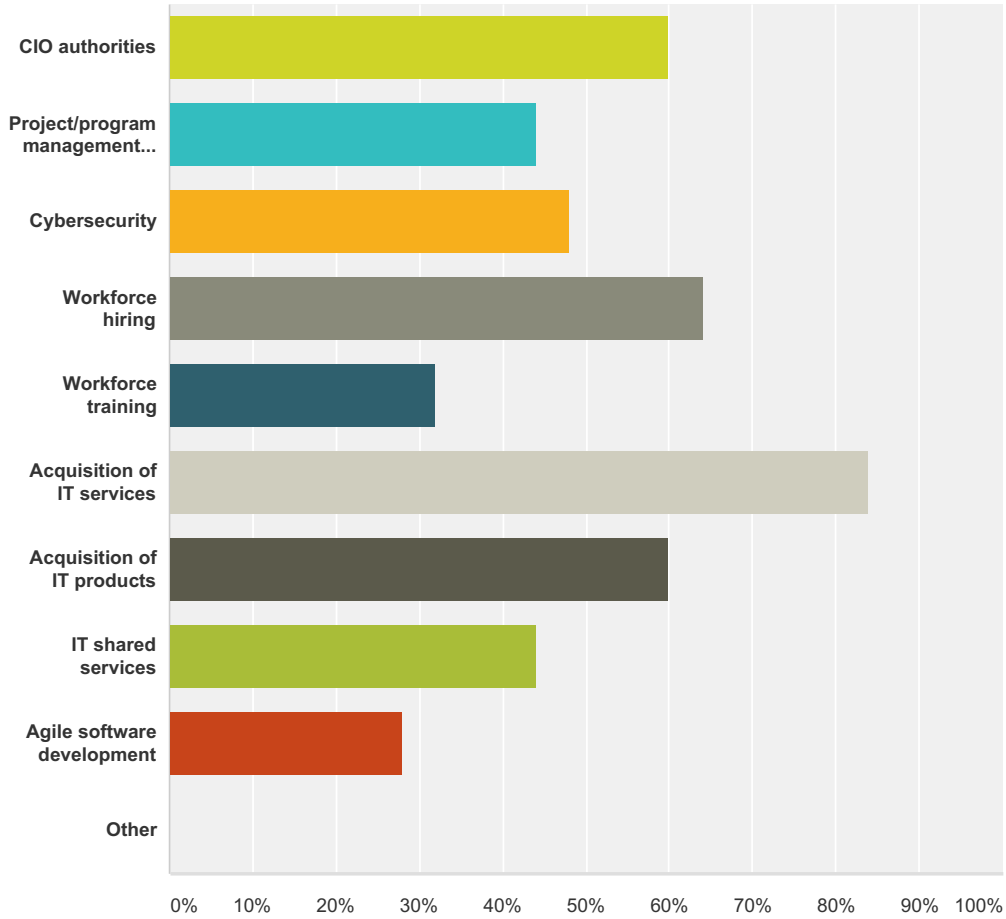
Answer Choices	Responses
Yes, across the board.	33.33% 3
Yes, but only in limited areas.	44.44% 4
No legislative reforms are needed.	22.22% 2
Total	9

#	Comments:	Date
	There are no responses.	

Q21 What areas of federal IT need to be improved from a policy perspective? (Check all that apply.)

Answered: 25 Skipped: 3

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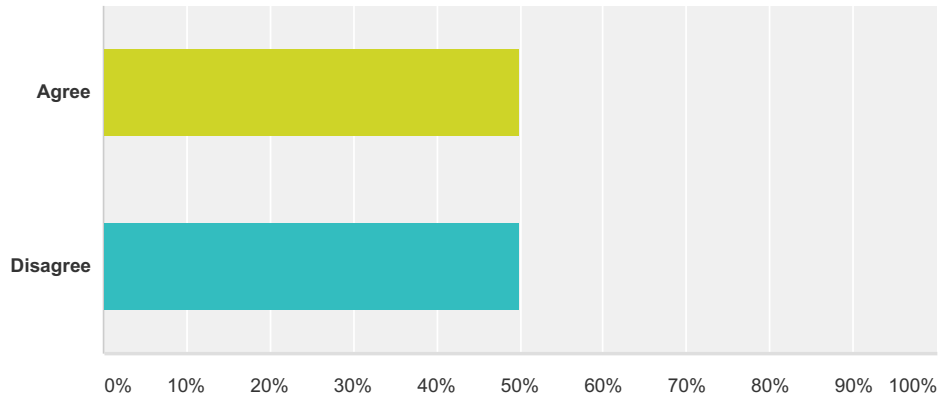
Answer Choices	Responses
CIO authorities	60.00% 15
Project/program management oversight	44.00% 11
Cybersecurity	48.00% 12
Workforce hiring	64.00% 16
Workforce training	32.00% 8
Acquisition of IT services	84.00% 21
Acquisition of IT products	60.00% 15
IT shared services	44.00% 11
Agile software development	28.00% 7
Other	0.00% 0
Total Respondents: 25	

#	If other, please describe.	Date
	There are no responses.	

Q22 Initiatives such as GSA's 18F, OMB's Digital Service Team and HHS' Buyers Club,

will change how often agencies look to use innovative approaches in government.

Answered: 20 Skipped: 8



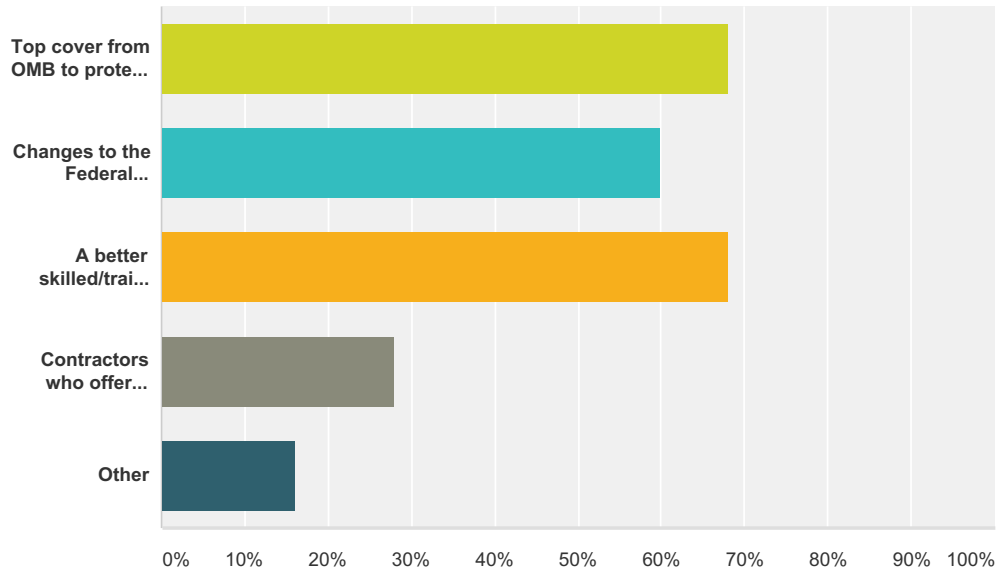
Answer Choices	Responses
Agree	50.00% 10
Disagree	50.00% 10
Total	20

#	Comments:	Date
1	There are thinker's across the federal government today; the 18F's provide an avenue for a voice of dissent vs. going with the flow	9/22/2014 6:15 PM
2	I don't know.	9/22/2014 3:52 PM
3	Not sure.	9/17/2014 11:10 AM
4	I am optimistic about these efforts!	9/16/2014 9:15 AM
5	The jury is still out, but I am hopeful.	9/16/2014 8:51 AM
6	I want to agree, but am understandably cynical about innovative approaches being welcomed government-wide.	9/9/2014 2:17 PM
7	These will pave the path for more innovation in improving inefficiencies associated with acquisition, management and retirement of IT systems.	9/8/2014 5:57 PM
8	the politics aren't aligned for change	9/5/2014 5:04 PM
9	problems are systemic - these sound good but do not address root cause of big system failures	9/5/2014 4:37 PM

Q23 For consistent innovation to occur around federal IT, CIOs need: (check all that apply)

Answered: 25 Skipped: 3

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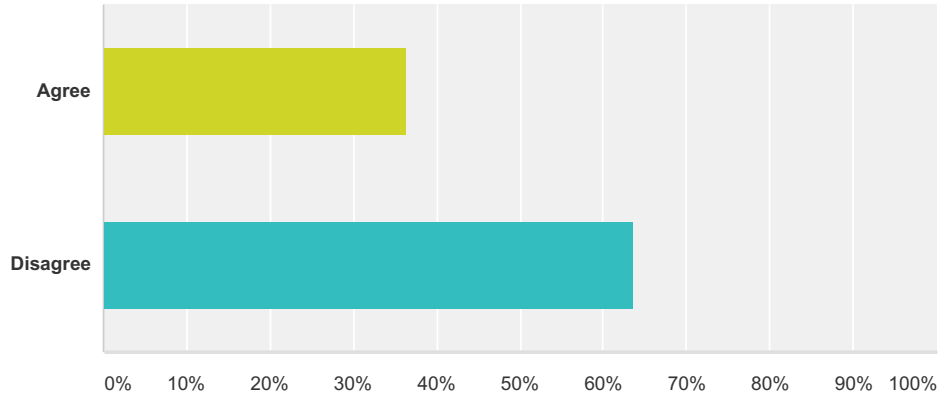
Answer Choices	Responses
Top cover from OMB to protect against criticism from auditors and/or lawmakers	68.00% 17
Changes to the Federal Acquisition Regulation (FAR)	60.00% 15
A better skilled/trained workforce	68.00% 17
Contractors who offer innovative approaches	28.00% 7
Other	16.00% 4
Total Respondents: 25	

#	If other, please describe.	Date
1	Beyond tech, need business innovation, not just chasing the shiny bobble of tech.	9/23/2014 10:29 AM
2	A culture that allows for calculated risk. You have to be able to fail to innovate, and failure is not an option in the current culture.	9/16/2014 9:15 AM
3	government contract and acquisition professionals who offer innovate approaches	9/11/2014 9:35 AM
4	Need to have a specific plan where innovation can occur and not just "innovate" b/c it is the thing to do. Then, specifically identify where OMB and high-level political appointees can help.	9/8/2014 6:38 PM
5	All Federal Non-IT Executives should be required to attend a mandatory 2 hour overview on Leveraging IT for Program Improvement.	9/8/2014 5:57 PM
6	stop calling them contractors: that suggests they're a unique bunch of vendors who serve only the government. when the government can access IT vendors who sell their services to private industry, we will all be better off	9/5/2014 5:04 PM
7	private enterprise experience doing large scale IT	9/5/2014 4:37 PM

Q24 OMB is doing enough to promote and change the culture so agencies can be more innovative with technology.

Answered: 22 Skipped: 6

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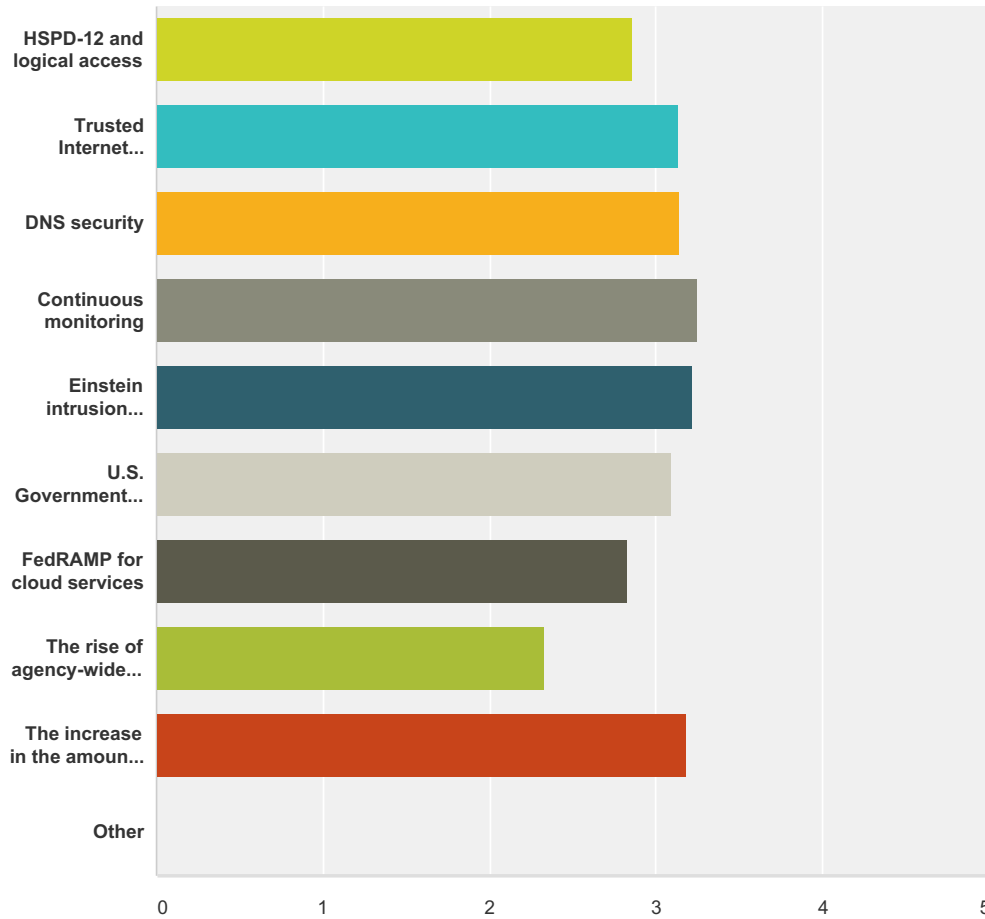
Answer Choices	Responses
Agree	36.36% 8
Disagree	63.64% 14
Total	22

#	Comments:	Date
1	The IT workforce and the change required to recruit top-notch professionals have been discussed for years. OMB and OPM have been extremely hesitant on providing the needed authorities across the IT engineering and development domains.	9/22/2014 6:15 PM
2	OMB can't overcome budget cycle and FAR restrictions.	9/17/2014 11:10 AM
3	I thought Portfolio stat was very helpful - we need more talk from the top that lets Agency heads know that we need to innovate -	9/16/2014 9:15 AM
4	the management folks need to influence the budget folks to provide seed money for true innovation. think back to the egov quicksilver initiatives under forman.	9/11/2014 9:35 AM
5	OMB should use ACT-IAC, AFFIRM, and GITEC in a more strategic way to change culture.	9/8/2014 5:57 PM
6	omb cio or cto have never asked what we need	9/5/2014 4:37 PM

Q25 Over the last 10 years, what cybersecurity initiatives have had the biggest impact on your agency?

Answered: 24 Skipped: 4

WFED Federal CIO Survey 2014



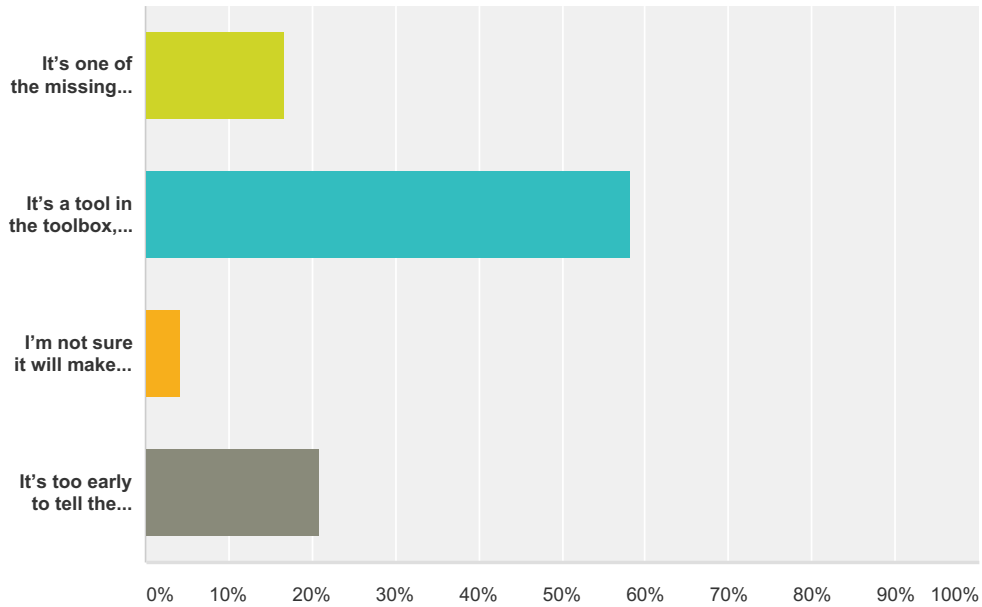
	No impact	Small impact	Some impact	Great impact	Total	Average Rating
HSPD-12 and logical access	9.09% 2	22.73% 5	40.91% 9	27.27% 6	22	2.86
Trusted Internet Connections (TIC) initiative	4.35% 1	17.39% 4	39.13% 9	39.13% 9	23	3.13
DNS security	0.00% 0	22.73% 5	40.91% 9	36.36% 8	22	3.14
Continuous monitoring	0.00% 0	16.67% 4	41.67% 10	41.67% 10	24	3.25
Einstein intrusion detection/prevention program	4.35% 1	13.04% 3	39.13% 9	43.48% 10	23	3.22
U.S. Government configuration baseline for widely-used products	4.35% 1	13.04% 3	52.17% 12	30.43% 7	23	3.09
FedRAMP for cloud services	12.50% 3	25.00% 6	29.17% 7	33.33% 8	24	2.83
The rise of agency-wide security operations centers	33.33% 8	20.83% 5	25.00% 6	20.83% 5	24	2.33
The increase in the amount of cyber information sharing from DHS	0.00% 0	22.73% 5	36.36% 8	40.91% 9	22	3.18
Other	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

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#	If other, please describe.	Date
1	Small agency CISO Council Leadership by Alen Kirkorian	9/8/2014 5:57 PM

Q26 What impact will DHS' continuous monitoring program have on your agency??

Answered: 24 Skipped: 4



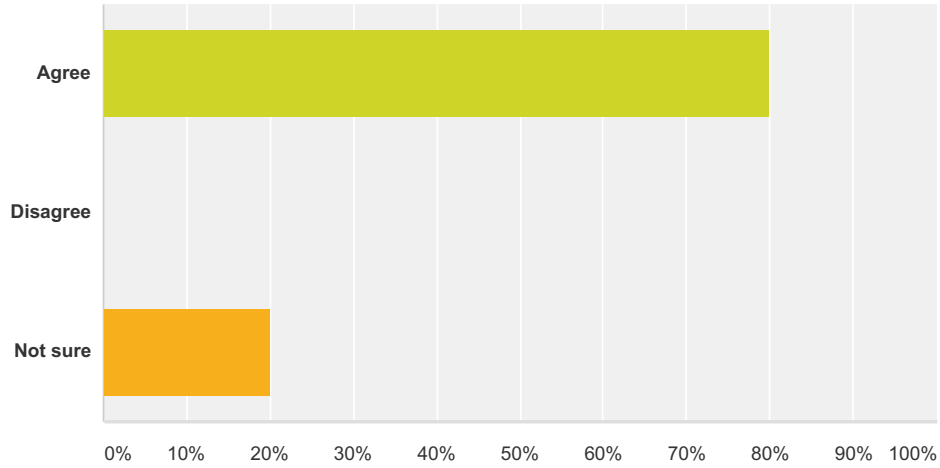
Answer Choices	Responses
It's one of the missing pieces that will lead my agency to better cybersecurity.	16.67% 4
It's a tool in the toolbox, but it's not a panacea.	58.33% 14
I'm not sure it will make a difference in the long-run.	4.17% 1
It's too early to tell the program's impact.	20.83% 5
Total	24

#	Comments:	Date
1	We use our own continuous monitoring program which works well. We coord well with DHS.	9/22/2014 3:52 PM

Q27 Continuous monitoring will make my agency's networks safer.

Answered: 25 Skipped: 3

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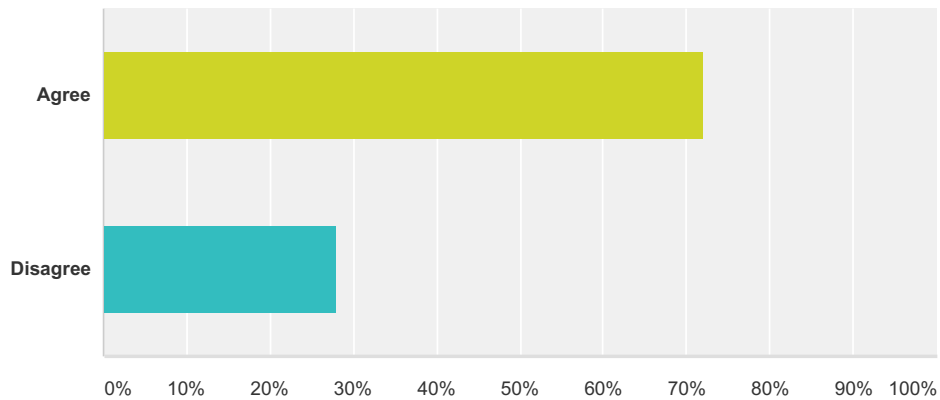


Answer Choices	Responses
Agree	80.00% 20
Disagree	0.00% 0
Not sure	20.00% 5
Total	25

#	Comments:	Date
1	CDM is one step in an ongoing process of evolution.	9/9/2014 2:17 PM
2	by reducing resources unnecessarily spent for binders that serve no end	9/5/2014 5:04 PM

Q28 We are only buying cloud services that are FedRAMP approved or on their way to being FedRAMP approved.

Answered: 25 Skipped: 3



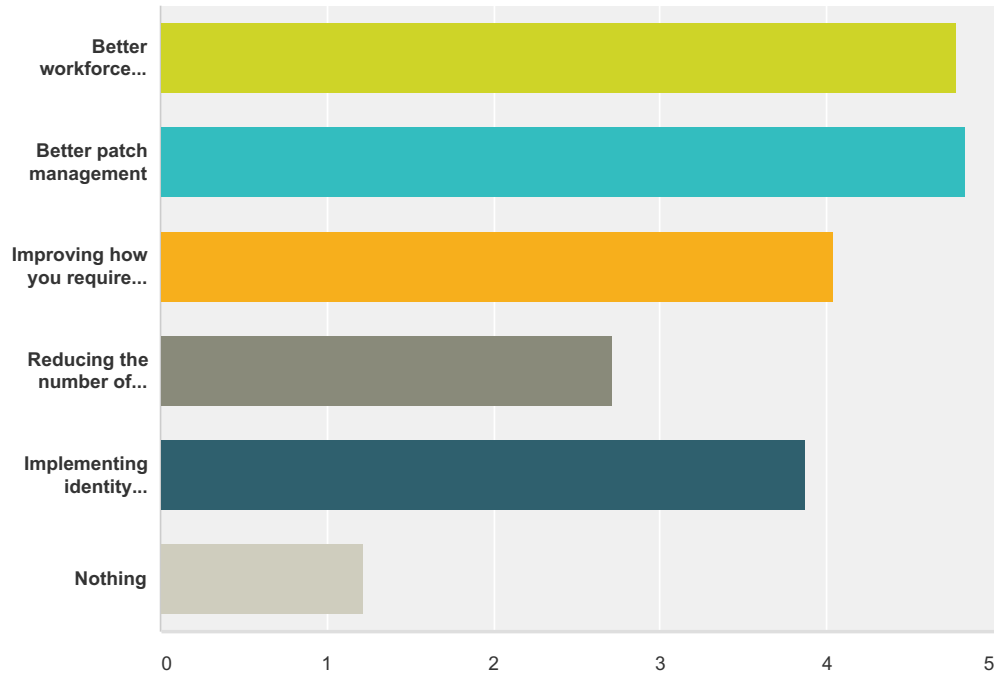
Answer Choices	Responses
Agree	72.00% 18
Disagree	28.00% 7
Total	25

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#	Comments:	Date
1	in addition to government cloud services	9/22/2014 6:15 PM
2	We also are buying cloud services that we deem FISMA compliant and we accept that risk.	9/8/2014 5:57 PM
3	we have a private cloud	9/5/2014 4:37 PM

Q29 What are some steps your agency could take today that would improve your cybersecurity? (Rank all that apply.)

Answered: 24 Skipped: 4

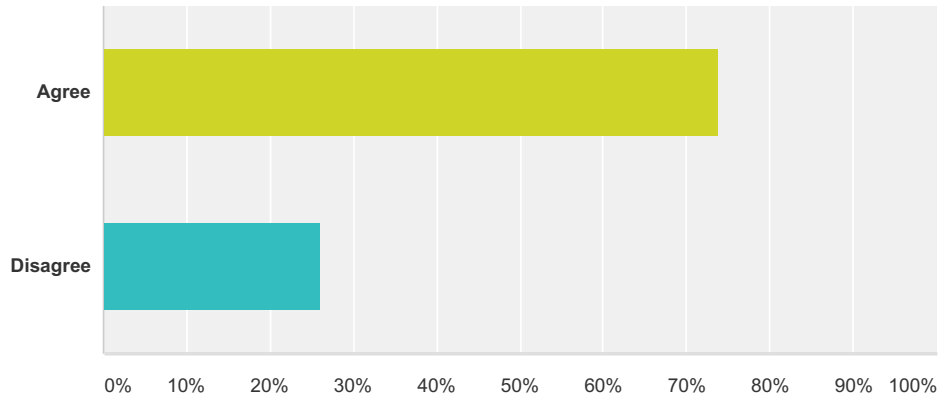


	1	2	3	4	5	6	N/A	Total	Average Ranking
Better workforce training	29.17% 7	25.00% 6	33.33% 8	8.33% 2	0.00% 0	0.00% 0	4.17% 1	24	4.78
Better patch management	33.33% 8	29.17% 7	25.00% 6	12.50% 3	0.00% 0	0.00% 0	0.00% 0	24	4.83
Improving how you require cybersecurity in acquisitions	12.50% 3	29.17% 7	16.67% 4	25.00% 6	12.50% 3	0.00% 0	4.17% 1	24	4.04
Reducing the number of applications your agency uses	4.17% 1	4.17% 1	8.33% 2	20.83% 5	45.83% 11	4.17% 1	12.50% 3	24	2.71
Implementing identity management and access controls, through HSPD-12	20.83% 5	12.50% 3	16.67% 4	29.17% 7	12.50% 3	4.17% 1	4.17% 1	24	3.87
Nothing	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 4	58.33% 14	25.00% 6	24	1.22

Q30 The government needs a FedRAMP-type of certification approach for mobile apps to ensure their security.

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Answered: 23 Skipped: 5



Answer Choices	Responses
Agree	73.91% 17
Disagree	26.09% 6
Total	23

#	Comments:	Date
1	Not sure it would be effective.	9/17/2014 11:10 AM
2	Given the variety of devices and their operating systems this is a very tall order. Current "app stores" don't really vet the security aspect of the app.	9/17/2014 9:15 AM
3	Not sure.	9/16/2014 9:15 AM
4	I am not sure. Sounds like more bureacracy.	9/16/2014 8:51 AM
5	Either a FedRAMP certification or container-only "corporate" functions (e.g. Good).	9/9/2014 2:17 PM
6	I think that the Federal CIO should commission a group of large and small agency CIOs to identify and recommend appropriate approaches for Federal agencies.	9/8/2014 5:57 PM

Q31 Any other comments about the state of federal IT?

Answered: 6 Skipped: 22

#	Responses	Date
1	N/A	9/17/2014 12:44 PM
2	IT is a complex issue that continues to grow more complex. The variety and speed of change compound the challenges. Legislation is not the answer. There are unreasonable requests from users who do not understand the security, privacy, infrastructure, and budgetary constraints within which CIO's operate. This feeds a dysfunctional cycle that can only be addressed by the top leadership within the organization. He/she must strive to align the demands and resources to realistically address those things that best serve the mission and the American public.	9/17/2014 9:15 AM
3	Acquisitions for IT needs a major overhaul. The culture of the IT staff needs to move into this century.	9/16/2014 9:15 AM

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4	I think there should be a "Federal CIO Substitute" Program. OMB should compile a list of highly respected retired Federal CIOs willing to serve as a "Substitute CIO." Before an agency CIO separates from Government, the Substitute CIO can come in during the last two weeks of the CIO's tenure and "carry the torch" until the new CIO is recruited and hired. The Substitute CIO can help the new CIO get oriented 2-4 weeks after the Entry on Duty (EOD). The idea is any time period that there is a void in IT Leadership creates dysfunction and inertia. A Substitute CIO would have to have NonDisclosure Agreements and Non Compete agreements that make it clear that they cannot compete for the CIO vacancy nor can they compete in ANY way on contracts. The Substitute CIO would fill the gap until the new CIO can add value.	9/8/2014 5:57 PM
5	the one thing this survey hasn't touched on is Governance. If IT acquisitions and O&M were centralized, they would have a huge impact on cost and security.	9/5/2014 5:04 PM
6	too many cios are title concious rather than knowledgeable or experienced in actually running large scale IT, or in technology	9/5/2014 4:37 PM