

Aligning CIO and CFO priorities to accelerate state and local government transformation



In state and local government, CIOs face immense pressure to accelerate modernization by focusing on several key areas at once. They must improve public services, strengthen cybersecurity, enable data-driven operational decisions, and support emerging AI initiatives. Simultaneously, CFOs must manage constrained budgets, optimize financial performance, and prove taxpayer value and return on investment (ROI) on every technology decision. According to Deloitte, **fewer than one-third** of CFOs share a strong partnership with CIOs built on mutual understanding, and in today's volatile public sector landscape, this disconnect poses a critical operational risk.

This natural tension is amplified by a complex application landscape. Many agencies rely on a patchwork of legacy planning tools resulting from decentralized purchasing, grant-funded programs, and agency-specific systems. This fragmentation increases costs while elevating compliance,

governance, and data security risks. It also slows access to timely insights for critical decisions in budgeting, workforce planning, and program delivery. The consequences are severe. With **22% of CIOs** reporting directly to finance leadership, any technology initiative that fails to demonstrate clear value becomes a personal risk to their credibility and career.

CIOs can transform this challenge into a strategic opportunity by strengthening collaboration with the CFO and aligning on shared planning priorities. Anaplan enables this alignment by replacing disparate planning tools with a connected platform for planning, forecasting, and scenario analysis across government organizations. This solution eliminates reliance on code-heavy, siloed modules, shortens time from insight to action, and lowers costs, delivering shared value for both the CIO and CFO.

Forging a CIO-CFO alliance on 5 key priorities

CIOs and CFOs must balance key shared priorities as they lead modernization initiatives across government:

1 Strengthen planning visibility and alignment

Many government organizations manage dozens of disconnected planning tools across finance, HR, and operational departments. These systems often emerge through decentralized purchasing, grant-funded initiatives, or agency-specific solutions. For CIOs, this fragmentation creates technology complexity, integration challenges, and governance risks. For CFOs, it creates inconsistent financial data, limited visibility, and difficulty forecasting costs across programs.

By reducing reliance on disconnected planning tools, government agencies can improve transparency. This enables finance and technology leaders to work from the same data and assumptions, ultimately accelerating decision-making and improving alignment across programs and services.

2 Maximize cloud and modernization value

Across state and local government, the shift to cloud platforms is accelerating. CIOs must modernize aging infrastructure while ensuring security, scalability, and interoperability across systems. CFOs must evaluate these investments in terms of long-term cost efficiency and measurable public value. However, modernization efforts often stall when financial planning and technology planning occur in isolation. Platforms that require heavy customization or slow batch processing can delay the return on modernization investments and limit agencies' ability to respond to changing policy and budget conditions.

When CIOs and CFOs share an integrated planning environment, technology investments can be evaluated directly against financial outcomes.





3

Improve cost control and financial transparency

Managing technology costs across government agencies is increasingly complex. Multiple software vendors, pricing models, integrations, and maintenance requirements create cumulative costs that are difficult to forecast. For CIOs, this environment increases operational overhead and limits the ability to standardize systems. For CFOs, it reduces visibility into the full financial impact of technology investments.

Consolidating planning onto a shared platform simplifies both technology management and financial forecasting. As a result, agencies gain better cost visibility and can support more predictable budget and fiscal planning.

4

Optimize workforce capacity and cost

Workforce planning is often the largest financial variable facing government leaders. Staffing shortages, hiring delays, and rising labor costs can significantly impact budgets, service delivery, and program capacity across agencies. For CFOs, workforce represents a major driver of fiscal performance. This, in turn, pressures CIOs to deliver systems that can effectively support workforce visibility and planning across all departments.

Integrated planning enables CIOs and CFOs to evaluate workforce changes in real time, model the financial impact of staffing scenarios, and align workforce decisions with budget and operational goals.

5

Enable scenario planning for uncertainty

State and local governments operate in an environment of constant change. Economic conditions, tax revenue fluctuations, federal funding changes, and legislative decisions can rapidly alter financial forecasts and program priorities. CFOs must continuously evaluate fiscal scenarios to ensure balanced budgets and responsible spending. CIOs must ensure the technology systems supporting planning and decision-making can adapt to these changes. Without a shared planning environment, leaders often rely on manual processes that slow response times and increase risk.

By running these scenarios in near real time, CIOs and CFOs can align financial decisions with operational capabilities and respond faster to emerging challenges, improving resilience across programs and services.

The Anaplan scenario planning and analysis platform

Anaplan enables state and local CIOs and CFOs to master their strategic priorities. It delivers advanced planning capabilities on a scalable platform that provides a documented and repeatable ROI.

Rather than replacing existing systems, Anaplan acts as a planning layer across government, connecting data from ERP, HR, finance, and operational applications into a single environment for collaborative planning.

By enabling CIOs and CFOs to plan together using the same data and models, Anaplan strengthens alignment between technology and finance leaders and supports faster, more confident decision-making.

Anaplan coexists seamlessly with existing systems to create a single, shared source of truth for planning. This provides a resilient foundation for managing workforce, resources, and service delivery.

With Anaplan, government leaders can:



Connect financial, operational, and workforce planning across agencies



Evaluate policy, budget, and workforce decisions in real time



Reduce reliance on spreadsheets and manual reconciliation



Improve visibility into costs, resources, and program performance



About Anaplan

Anaplan is a leading AI-driven scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights — so businesses can make the right decisions, right now.

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