



Report of the  
**TECHNOLOGY  
ADVISORY COUNCIL**

February 19, 2026

## **Technology Advisory Council**

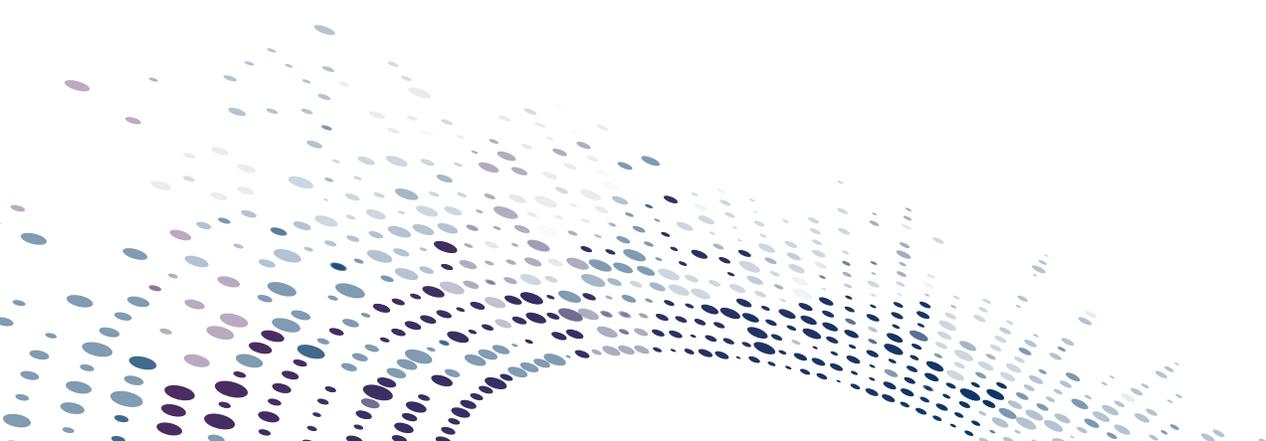
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# Letter from the Vice Chair

February 19, 2026

**Governor Tim Walz**  
**Lt. Governor Peggy Flanagan**  
**Rep. Lisa Demuth**  
**Rep. Zack Stephenson**

**Sen. Erin Murphy**  
**Sen. Mark Johnson**

Cc: Members of the Technology Advisory Council

We are pleased to submit the Technology Advisory Council (TAC) summary report for the year 2025.

Since its inception, the TAC has brought together leaders from the private sector, state agencies, local government, and labor unions to advise the State of Minnesota on its technology strategy. In 2025, the Council continued its monthly engagement, working closely with Minnesota IT Services (MNIT) to advance recommendations that make state government more secure, efficient, and responsive to the needs of Minnesotans.

This year marked a transition from foundational planning to tangible execution. Our work focused on four primary areas: cybersecurity, artificial intelligence (AI), data sharing and governance, and customer experience and product management.

As detailed in the attached report, 2025 saw significant maturity in these domains. The Council advised on the operationalization of a “whole-of-state” cybersecurity model, which has strengthened the collective defense of our state and local partners. We provided guidance on the responsible adoption of AI, ensuring governance frameworks were in place to manage risk while capturing efficiency. We also advanced enterprise data sharing by promoting clear governance, secure and lawful data exchange, and stronger data leadership to help agencies deliver more coordinated, person-centered services. Furthermore, we continued to champion the shift to a product-based operating model, evidenced by improvements in how agencies deliver digital services to residents.

We also wish to acknowledge a significant change in leadership. In 2025, Rick King stepped down as Chair. We express our deep gratitude for his vision and service; his leadership established the collaborative culture that defines this Council and set the standard for the public-private partnership we continue today.

Looking ahead to 2026, the TAC remains committed to supporting MNIT and executive branch agencies as they seek to scale these modern practices across the enterprise.

We thank the MNIT staff and agency volunteers whose administrative support makes the work of this Council possible. We look forward to continuing our partnership with the administration and the legislature to ensure Minnesota’s technology serves its citizens effectively.

Respectfully submitted,



A handwritten signature in black ink that reads "Vincent".

**Vincent Cabansag**  
Vice Chair  
Technology Advisory Council

# Executive summary

Technology shapes how Minnesotans access essential government services – from childcare and healthcare to public safety, licensing, and regulatory oversight. As expectations for speed, security, and transparency rise – and as cyber threats, artificial intelligence, and federal funding uncertainty intensify – Minnesota must modernize in ways that deliver clear public value while protecting privacy, security, and public trust.

The legislature established the TAC in 2021 to provide strategic guidance to MNIT and executive branch agencies on enterprise technology priorities. Drawing on expertise from across the public and private sectors, the TAC helps the state reduce systemic risk, modernize responsibly, and align technology investments with legislative intent and statewide goals.

In 2025, the TAC focused on strengthening the enterprise foundations required for effective, accountable government. Building on prior recommendations, the TAC emphasized governance-driven approaches that move Minnesota beyond isolated projects toward durable, scalable capabilities. Across all focus areas, a consistent theme emerged: Lasting public value depends on shared standards, coordinated execution, and sustained investment in people, data, and security.

The TAC’s work in 2025 centered on four priority areas:

## Advancing responsible artificial intelligence

Minnesota continued to lead in responsible AI adoption by strengthening enterprise governance, shared standards, and workforce readiness. Rather than pursuing AI for its own sake, agencies applied AI to clearly defined use cases that improve efficiency and decision-making while maintaining transparency, auditability, and alignment with Minnesota values.

## Reinforcing cybersecurity and operational resilience

In response to an evolving threat landscape – including emerging risks such as quantum computing – and shifting federal support, the TAC prioritized a whole-of-state cybersecurity model. This approach emphasizes shared intelligence, coordinated response, and workforce development to reduce risk and protect critical services across state, local, Tribal Nations, and critical infrastructure partners.

## Strengthening data sharing and evidence-based decision-making

The TAC emphasized the need for a coordinated, enterprise approach to data stewardship and sharing. Stronger leadership, clearer legal frameworks, and improved data quality enable agencies to collaborate more effectively, reduce duplication, and deliver faster, more seamless services – while protecting privacy and security.

## Modernizing service delivery through product and experience

Recognizing that human-centered services depend on strong product and agile practices, the TAC advanced recommendations to modernize procurement, funding models, leadership engagement, and workforce capacity – shifting government from project completion to sustained value delivery.

Together, the TAC’s 2025 recommendations reflect Minnesota’s transition from planning to execution. In several areas – particularly responsible AI – the state made sufficient progress that no new recommendations were required for 2026. Instead, the TAC encourages MNIT and state agencies to focus on consistent execution, scale, and shared learning.

By strengthening governance, investing in people and data, and building enterprise capabilities that endure beyond individual initiatives, Minnesota is positioning itself to deliver secure, accessible, and trustworthy digital government. These efforts support a more resilient state – one that can adapt to change, protect public trust, and deliver measurable value for Minnesotans today and into the future.

# From planning to capability: Building government that can scale

## SECTION 1

## Advancing responsible AI governance and implementation across Minnesota government

### Overview

2025 marked a year of meaningful progress in Minnesota's use of AI. Guided by the TAC's recommendations, MNIT and state agencies focused on building the enterprise foundations required for responsible AI adoption — establishing clear governance, strengthening workforce skills, and deploying practical tools that support real business needs. These efforts enabled agencies to use AI to improve service delivery, streamline internal work, and expand access for Minnesotans, businesses, and visitors.

Rather than pursuing AI for its own sake, Minnesota prioritized clearly defined use cases, shared standards, and strong oversight, ensuring AI systems remain transparent, secure, and aligned with public values. This deliberate, governance-first approach created a durable foundation for consistent execution and scale, positioning state government to expand AI capabilities responsibly in 2026 and beyond while maintaining public trust.

### Artificial intelligence outcomes



In 2025, the TAC AI Subcommittee helped Minnesota move from AI planning to responsible, enterprise-scale execution. Building on prior recommendations, MNIT and state agencies:

- **Established enterprise AI governance:** Formalized statewide AI ethics, security, and usage standards through the Transparent Artificial Intelligence Governance Alliance (TAIGA); designated AI Leads at 20 agencies and evaluated 28 AI products, resulting in a growing roster of pre-approved tools for safe, consistent adoption.
- **Expanded workforce readiness and AI literacy:** Delivered four on-demand AI courses and 44 live training sessions across 10 topics, reaching more than 4,000 state employees and building shared understanding of responsible AI use across skill levels.
- **Enabled safe experimentation and scale:** Completed 16 AI acquisition assessments and used the Technology Modernization Fund to support multiple agency AI pilots — balancing innovation with enterprise oversight.
- **Improved data readiness for AI use:** Updated statewide data security standards, implemented new permissions reporting, and launched business-intelligence dashboards to help agencies assess, secure, and retire outdated digital content in preparation for AI use.
- **Delivered measurable productivity gains:** Deployed AI assistants to more than 22,000 state employees and piloted high-impact tools — including a legislative assistant that analyzed 6,500+ bills, saving over 1,000 staff hours, and AI tools supporting translation, medical-record summarization, and customer self-service.

## Recommendations

In 2025, MNIT, TAIGA, and state agencies made significant progress toward meeting — and in several areas exceeding — the TAC’s recommendations for responsible AI adoption. As a result, the TAC offers no new recommendations for 2026.

Instead, the TAC encourages MNIT and state agencies to continue building on this strong foundation by focusing on consistent execution and scale. Specifically, the TAC urges agencies to:

### 1.1 Standardize enterprise AI guidance and resources

to support consistent, responsible use of AI across state government while maintaining flexibility for agency-specific needs.

### 1.2 Expand AI awareness and capability

through targeted training, leadership engagement, and ongoing reinforcement of responsible use practices.

### 1.3 Sustain momentum in data management

by improving data quality, visibility, and security, and ensuring agency content is AI-ready through strengthened governance and tools.

### 1.4 Advance practical AI adoption

by expanding integrated tools such as Microsoft Copilot, AI agents, and custom applications that improve productivity and service delivery.

### 1.5 Highlight successful AI use cases

and evolve governance to promote shared learning, transparency, and consistent application of AI standards across state government.

Together, these priorities reflect a shift from planning to sustained delivery. Minnesota has established a strong, responsible foundation for AI use across state government; the work ahead focuses on applying it consistently, scaling what works, and learning as we go. By standardizing guidance, investing in people and data, and expanding practical, well-governed AI tools, MNIT and state agencies can continue to use AI to improve services, support employees, and deliver measurable value for Minnesotans — while maintaining transparency, security, and public trust.

## A national AI leader

Minnesota’s early and sustained AI work has earned national recognition and positioned the state as a leader among its peers. In 2025, MNIT and the State CIO Office received multiple honors for advancing responsible, results-driven AI, including selection as an AI 50 Award recipient from the Center for Public Sector AI and recognition from the National Association of State Chief Information Officers (NASCIO).

One example of this leadership came through a State IT Recognition Award from NASCIO, earned by MNIT and the Minnesota Department of Revenue for a custom AI tool that analyzes legislative proposals. Built in just 90 days ahead of the 2025 legislative session, the tool reviewed more than 6,500 bills — processing up to 100 proposals per minute with 99% accuracy — and saved over 1,000 staff hours and hundreds of thousands of dollars.

Beyond the award, the project demonstrated Minnesota’s approach to AI and modernization more broadly: Start with a clear business need, deliver quickly, and measure results. That focus enabled policy experts to act within minutes of bill introduction and set a strong foundation for future innovation across state government.



## Overview

Cybersecurity remained a defining priority for the TAC in 2025, shaped by an increasingly complex threat landscape, shifting federal support, and growing disparities in readiness across Minnesota’s public-sector and critical infrastructure partners. Cyber risks no longer respect jurisdictional boundaries, and incidents affecting one entity increasingly ripple across systems that Minnesotans rely on every day.

Against this backdrop, the TAC focused on strengthening a whole-of-state cyber defense model — one that emphasizes shared intelligence, coordinated response, and long-term workforce development. The TAC recognized that smaller and under-resourced entities, particularly in local government, Tribal Nations, and critical infrastructure sectors, face disproportionate risk and require scalable, collective solutions rather than isolated tools or advisory guidance alone.

In partnership with MNIT and aligned with statewide priorities, the TAC’s cybersecurity recommendations center on moving from fragmented, reactive defenses to an operational, intelligence-driven approach. Unlike advisory-only approaches, Minnesota’s whole-of-state model integrates shared tools, intelligence, and response — allowing smaller entities to access enterprise-grade defense without duplicating cost or expertise.

Looking ahead, the emergence of quantum computing introduces a new class of risk to traditional encryption methods that protect the state’s most sensitive financial and health data. To address this challenge, the TAC recommends establishing a strategic roadmap to identify cryptographic vulnerabilities and begin transitioning to quantum-resistant algorithms. Taking proactive steps now will help safeguard critical infrastructure, reduce future decryption risks, and ensure continued regulatory compliance.

## Cybersecurity outcomes

In 2025, the TAC Cybersecurity Subcommittee helped Minnesota move from coordinated planning to operational, whole-of-state cyber defense. Working with MNIT and partners across government, the subcommittee advanced a collective approach that delivered measurable risk reduction:

- Detected threats at enterprise scale:** Minnesota’s whole-of-state cybersecurity program detected 222 million security events that triggered 650,000 automated investigations, providing continuous, real-time visibility across participating entities.
- Validated collective defense:** During the City of St. Paul cyber incident, MNIT’s managed detection and response (MDR) tool performed as expected — detecting the malicious activity and alerting city officials. This helped contain the incident before more damage could be done — demonstrating the operational value of MNIT’s security services.
- Reduced risk for participating entities:** Organizations participating in the whole-of-state cybersecurity program accounted for fewer than 5% of impactful incidents, underscoring the effectiveness of shared tools and intelligence. Because participants consistently report incidents, they represent a higher share of lower-level reports.
- Prevented high-impact incidents:** Across state systems, MNIT’s MDR tool identified more than 107,000 threats that had the potential to impact government services Minnesotans depend on.
- Strengthened sustainable, state-led defense:** Advanced plans to assess and fill gaps in threat intelligence and information sharing services left by the transition of federal tools, align operations with the Cybersecurity Task Force, and build scalable, durable capability laying the groundwork for resilience across state, local, and critical infrastructure partners.
- Documented program impact:** First-year [Cybersecurity Incident Reporting](#) (Dec. 2024–Nov. 2025) shows entities utilizing MDR tools through the whole-of-state cybersecurity program experience significantly lower incident rates and impacts compared to unsupported entities, demonstrating clear return on investment for continued and expanded investment.

## Recommendations

Recent cyber incidents underscored the limits of fragmented defenses and time-limited federal support in protecting Minnesota's essential public services. In 2025, federal cybersecurity support programs transitioned away, leaving gaps in threat intelligence and managed services that local governments and critical infrastructure providers had relied on. The evolving threat landscape requires a durable, state-led approach that assesses these gaps, scales protection strategically, enables real-time intelligence sharing, and supports faster, coordinated response across state, local, Tribal Nations, and critical infrastructure partners. The following recommendations build on these lessons by strengthening Minnesota's cybersecurity foundation.

### 2.1 Strengthen threat intelligence and information sharing capabilities for state and local partners

Assess and address gaps left by the transition of federal cybersecurity support programs. This includes evaluating the funding and capabilities needed to ensure state and local government entities (particularly under-resourced local governments, counties, government-affiliated critical infrastructure such as water and wastewater utilities) continue to have access to real-time threat intelligence, alerts, and information sharing resources. Current efforts include leveraging existing grant and modernization programs to procure tools (such as malicious domain blocking services) and maintain threat monitoring capabilities through cyber intelligence positions; however, additional resources and sustained funding may be needed to comprehensively fill the gaps and provide the scale of support needed statewide. To this end, the State should consider requesting supplemental appropriations in the Governor's budget to support the full range of intelligence and detection capabilities previously provided through federal channels.

### 2.2 Expand the Whole-of-State Cybersecurity Plan and support to under-resourced entities

Expand the Whole-of-State Cybersecurity Plan (encompassing grants, direct technical support, shared tools, and managed services) to increase coverage, funding, and technical assistance to smaller, under-resourced government entities, including critical infrastructure providers such as municipal water and wastewater utilities, rural electric cooperatives, and other essential services. Emphasis should be placed on tracking and reporting metrics such as participation rates, incident prevention, cost avoidance, and threat detection effectiveness through established reporting mechanisms including the [Cybersecurity Incident Reporting form](#).

### 2.3 Support cybersecurity workforce development through strategic partnerships and education

Support and strengthen cybersecurity workforce development with higher education institutions, the Department of Education (MDE), and industry partners.

Specific actions include:

- Continue supporting emerging talent pipeline initiatives such as partnerships between MNIT and Metro State University to cultivate cybersecurity practitioners and provide hands-on learning opportunities.
- Work with MDE and higher education institutions to explore approaches for strengthening computer science curriculum across multiple institutions and education levels.
- Provide cybersecurity awareness training for elected officials and legislative staff, recognizing that policymakers require security awareness commensurate with state employees to make informed policy decisions.
- Highlight cybersecurity career pathways, industry certifications, and workforce development opportunities to build broad confidence and interest in cybersecurity as a profession.





## Overview

From childcare and public safety to healthcare and fair wages, government services shape Minnesotans' daily lives. The data behind these services shows what works, where gaps remain, and how the state can improve outcomes for residents and taxpayers alike.

Minnesota continues to excel with long-term historical sharing of geographic information systems data, as well as more recent sharing of data across agencies and programs to support Minnesotans in getting what they need and on their educational journey. This has included legal agreements, program implementation, and intentional outreach across agencies and programs to provide information and resources for families to access services for which they may be eligible.

These actions are blueprints for future efforts. To drive even better long-term outcomes for Minnesotans, the state must continue strengthening how agencies share, analyze, and use data across government.

In response, the TAC Data Sharing Subcommittee conducted more than a year of research and engagement to identify practical strategies that strengthen accountability, protect privacy, and enhance how the state uses data to deliver services. This work resulted in four interconnected recommendations that focus on leadership, governance, data quality, and evidence use.

## Data sharing outcomes

In its first year, the TAC Data Sharing Subcommittee established a strong foundation for enterprise collaboration and action. After approving its charter, the subcommittee:



- Clarified barriers and identified opportunities:** Facilitated cross-agency discussions on data-sharing challenges, maturity gaps, and near-term opportunities to improve collaboration across state agencies and with public and private partners.
- Advanced the legal framework for sharing data:** Supported implementation of new statutory authority under [Minnesota Statutes §13.357](#), enabling state agencies to share data related to suspected or confirmed fraud — strengthening program integrity and protection of public resources.
- Strengthened enterprise data governance:** Elevated best practices in metadata management, data standards, and governance through presentations from the Department of Corrections (DOC), Department of Children, Youth, and Families (DCYF), Direct Care and Treatment (DCT), Department of Human Services (DHS), and Minnesota Management and Budget (MMB), reinforcing the foundational work needed for sustainable, statewide data strategies.
- Expanded access to shared data infrastructure:** Highlighted the Minnesota Geospatial Information Office's long-standing role in data sharing through the [Minnesota Geospatial Commons](#), demonstrating proven models for standards, interoperability, and metadata that can inform broader enterprise efforts.
- Built momentum for integrated data use:** Convened more than 280 participants from 17 state agencies and community partners to explore evidence-based policymaking, integrated data systems, and more consistent legal and governance frameworks for data use.
- Catalyzed shared learning and alignment:** Created space for agencies and partners to connect, share lessons learned, and build momentum toward coordinated, outcome-driven data sharing across Minnesota government.

## Recommendations

Effective data use depends on both clear policy direction and strong technical capability. Agencies need consistent standards, shared tools, and well-defined authority to responsibly steward and share data – within state government and with trusted partners such as local units of government, Tribal Nations, universities, nonprofit organizations, and the public.

To address these needs, the TAC recommends the executive and legislative branches partner to implement the following four strategies, which together establish a durable foundation for secure, accountable, and evidence-based decision-making across state government.

### 3.1 Establish an Office of the Chief Data Officer (CDO)

Establish an Office of the CDO to partner with executive branch agencies in developing and implementing an enterprise data strategy. The Office would provide leadership and coordination to support the responsible stewardship, sharing, and use of data to improve decision-making and outcomes for Minnesotans.

The CDO would help foster a statewide culture that values appropriate, transparent data use to strengthen public trust, promote program integrity, and improve government performance. In its first 18 months, the Office should work with agency leaders and national experts to assess statewide data maturity, develop an enterprise data strategy, and support agencies as they implement it.

This recommendation aligns with national best practices. Today, approximately 65% of Fortune 1000 companies, more than 80 federal agencies, and at least 31 states have established a CDO or comparable enterprise data leadership role.

While enterprise leadership is essential, agencies must remain accountable for the data they create and use. Agencies best understand their programs, systems, and customers, and they retain responsibility for data quality, governance, and appropriate use. The Office of the CDO would set direction, provide shared tools and guidance, and coordinate strategy, while agencies remain responsible for execution.

A recent study from the Beeck Center at Georgetown and NASCIO reinforces that for an Office of the CDO to be effective, it must be equipped with adequate funding, staffing, and authority to achieve the goals sought by agencies, legislators, and the public.

The Office of the CDO should work closely with MNIT, MMB, the Department of Administration (ADM), and state agencies to align technical, legal, and administrative approaches, enabling secure and appropriate interagency data sharing consistent with statute. A CDO, no matter how capable, cannot alone transform how the state manages, governs, or shares data; real progress requires sustained partnership across agencies, branches, and partners.

### 3.2 Formalize an enterprise legal framework for data sharing

Develop a consistent enterprise legal framework that defines shared roles, responsibilities, standards, and terminology for data sharing across executive branch agencies.

This framework would bring together agency legal, privacy, ethics, IT, and policy experts to create common decision-making standards, templates, and tools. Doing so would reduce uncertainty, speed responsible data sharing, and significantly lower administrative burden. Other states have seen measurable benefits from similar efforts; for example, North Carolina reduced the staff time required to create data-sharing agreements by approximately 80%.



### 3.3 Strengthen enterprise data quality and governance

Invest in enterprise and agency data governance capacity by aligning standards, practices, and shared tools. These investments should support data stewardship, metadata management, data inventorying and cataloging, and ongoing quality monitoring.

Stronger data governance improves the accuracy, timeliness, and reliability of information agencies use to make decisions. Shared tools and standards reduce duplication of effort, lower implementation costs, and improve agencies' ability to protect sensitive data — while still allowing flexibility to meet program-specific needs.

### 3.4 Study the federal Evidence-Based Policymaking Act

Examine the federal [Foundations for Evidence-Based Policymaking Act](#) of 2017 to assess whether comparable elements would benefit Minnesota. The Act directs agencies to build leadership and capacity for evidence use, improve data management and sharing, and establish clear priorities through learning agendas.

Federal experience offers valuable lessons. In a 2026 Data Foundation survey, 83% of federal evaluation professionals reported that the Act helped them better achieve their agency missions. At the same time, respondents identified implementation challenges that Minnesota should study carefully before considering similar legislative action.

Together, these recommendations address long-standing barriers that limit collaboration, slow service delivery, and increase administrative cost and risk. By clarifying leadership, strengthening governance, and improving data quality, Minnesota can reduce duplication, improve program integrity, and support faster, better-informed decisions — while maintaining strong privacy and security protections.

## Overview

The Product & Experience (PX) Subcommittee formed in early 2025 by combining the Project to Product (P2P) and Customer Experience (CX) subcommittees. This change reflected the understanding that human-centered service delivery is inseparable from strong product and agile practices in modern technology organizations. Leading up to, and following, the finalization of its charter in July 2025, the subcommittee focused on advancing the five key recommendations from the 2024 TAC report.

The subcommittee partnered with MNIT and the Product, Agile, and Customer Experience – Center of Enablement (PACE) team to examine efforts of successful agile and product implementation and operational work across agencies, and to promote strategies that strengthen product and customer experience knowledge, practices, and capabilities across state government. These recommendations, originally issued in the 2024 report and carried forward here, also guided work supporting the Governor’s customer experience goal in the One Minnesota Plan.

### Product & Experience outcomes



In its first year, the PX Subcommittee moved quickly from charter to action. After finalizing its charter, the subcommittee:

- **Strengthened enterprise CX capability:** MNIT launched a statewide CX Champions cohort, creating a shared foundation for customer-experience leadership and peer learning across agencies.
- **Expanded leadership engagement:** MNIT convened a CX Summit for agency leaders, accelerating adoption of customer-experience and product practices through shared success stories and hands-on application.
- **Improved workforce readiness:** MMB introduced a product management job series, and MNIT expanded CX and product training cohorts – building durable skills and clear career pathways across state government.
- **Reduced barriers to innovation:** Cross-agency collaboration advanced the ProveIT micro-procurement framework, enabling more flexible and timely procurement for product-based work.
- **Strengthened knowledge sharing and storytelling:** MNIT established YourMN as a centralized platform for CX testimonials, performance metrics, and human-impact stories – helping agencies learn from each other and scale what works.
- **Elevated inclusive service design:** The subcommittee promoted broader use of the state Equity Analysis Toolkit, reinforcing accessibility and equity as core elements of product and experience work.

## Recommendations

The PX Subcommittee makes the following recommendations:

### 4.1. Enhance IT procurement flexibility and sustainability

Modernize IT procurement to better support product-based, human-centered delivery. In 2025, the subcommittee examined procurement barriers and highlighted solutions that enable faster, outcome-focused work while maintaining accountability.

Key discussions included the ProvelT micro-procurement framework, developed with MMB, MNIT, and ADM, as well as the federal 18F model, which offers practical guidance for modern digital procurement.

### 4.2. Develop sustainable IT funding models for strategic growth

Explore sustainable funding approaches that support long-term product ownership and continuous improvement. In the coming year, the subcommittee will examine successful funding models within state government and other sectors to identify strategies that enable strategic growth while maintaining fiscal responsibility.

### 4.3. Empower leaders to drive adoption of CX strategies across agencies

Strengthen leadership ownership and advocacy for customer experience as a core component of organizational change. In 2025, the subcommittee focused on change management and building leadership buy-in, recognizing both as essential to cultural transformation.

### 4.4. Build capacity for CX expertise in state government

Strengthen workforce capacity by building CX and product expertise within state roles. In 2025, the subcommittee focused on guidance to help agencies develop skills and establish sustainable CX practices.

### 4.5. Establish channels for sharing CX stories, lessons learned, and best practices

Create and strengthen channels that elevate successful CX practices and promote knowledge sharing across state government. In 2025, the subcommittee emphasized the importance of amplifying success stories and highlighting the human outcomes of CX work.

Together, these recommendations advance a consistent, product- and experience-driven approach to delivering public services in Minnesota. By shifting from time-limited projects to product-based funding and ownership, agencies reduce re-procurement costs, improve service continuity, and adapt more quickly to policy or customer needs.

By modernizing procurement and funding models, building leadership and workforce capacity, and creating stronger channels to share lessons learned, the PX Subcommittee helps shift state government from project completion to sustained value delivery. This work supports the Governor's One Minnesota goal by ensuring services are designed around the people who use them and continue to improve over time — strengthening trust, accessibility, and outcomes for all Minnesotans.

Looking ahead to 2026, the PX Subcommittee will deepen its focus on sustainable funding, develop and share impactful case studies, examine how AI shapes product and customer experience practices, and identify shared priorities and throughlines with other TAC subcommittees.



## What's ahead

As we look to 2026, the Technology Advisory Council sees a clear shift in our mandate. We are moving beyond the phase of disparate pilots and individual modernization efforts. The foundation has been laid, and our next task is to connect these pieces into a cohesive, enduring whole. We must shift our focus from launching new initiatives to integrating the capabilities we have built, ensuring they scale securely and sustainably to serve every Minnesotan.

The launch of LoginMN marks a pivotal moment in this journey. The technical groundwork has been laid for a single, secure identity for Minnesota residents. The next step is to build upon this foundation to deliver a truly unified digital experience. We envision a future where a resident interacts not with 20 disconnected agencies, but with one State of Minnesota. Whether applying for Paid Leave or renewing a license, the experience should be seamless. To achieve this, we must rigorously pursue the interoperability that allows this “single front door” to open onto a connected, responsive government.

This unified experience is impossible without the data to power it. The friction we observe in connecting services is rarely a technical failure, it's often due to governance gaps and barriers for sharing data. This is why the recommendation to establish an Office of the Chief Data Officer is critical. We must move beyond ad hoc agreements and institutionalize the structural accountability that enables data to flow safely between agencies. By establishing these statutory guardrails, we ensure that privacy is protected not by slowing down service, but by designing trust into the very architecture of our governance.

To maintain this momentum, we must modernize not just our technology, but how we pay for it. The era of treating technology as a one-time construction project must end. We must advocate for sustainable funding models that recognize government services as living products, not temporary projects. Shifting our financial mindset to support continuous value delivery will allow agencies to evolve their services in real time, avoiding the costly “boom-and-bust” cycle of reprocurement and technical debt.

Finally, we must confront the reality that our digital ecosystem extends far beyond state agencies. With federal cyber funding sunseting, we must commit to a whole-of-state defense that protects the edge of our network, our cities, counties, Tribal Nations, and schools. A sustainable state-level investment is required to ensure that the security of a rural township is as robust as that of the Capitol.

The legacy of this Council will be measured by the durability of these systems. By connecting our identity platforms, formalizing our data governance, and stabilizing our funding models, we are building a government that is not only efficient today but resilient enough to seize the emerging opportunities of tomorrow.



## Honoring Rick King's legacy of leadership and public service

After more than four decades of leadership and service, Rick King retired in August, leaving a lasting impact on Minnesota's technology landscape.

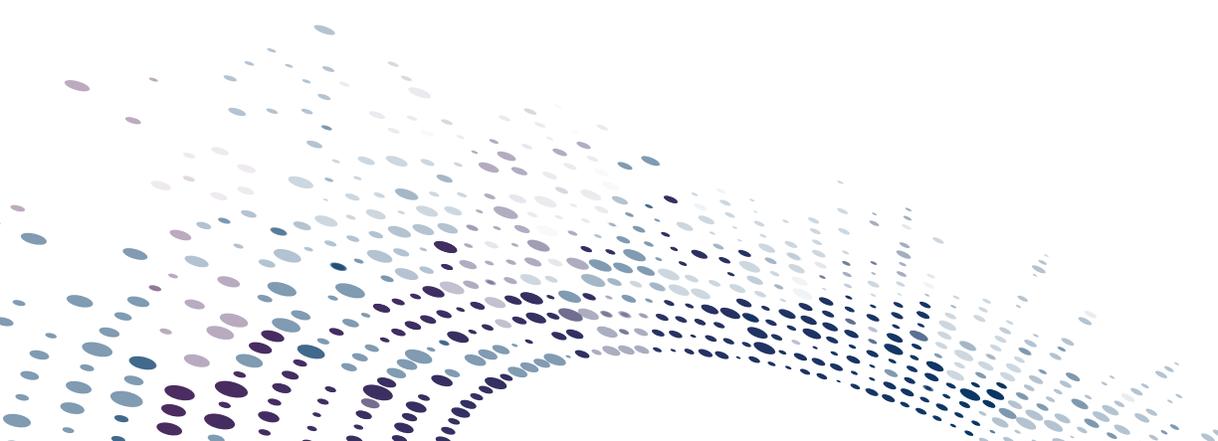
Rick built a distinguished career at Thomson Reuters, where he served as Chief Operations Officer for Technology and led global operations supporting customers and employees in more than 100 countries. Under his leadership, the Eagan campus became one of Minnesota's largest private-sector technology employers and a center for data, analytics, and operational excellence — helping anchor the state's role as a national hub for information and data technology.

Rick brought that same strategic leadership to public service. Since 2019, he has chaired the TAC and its predecessor committee, guiding statewide technology strategy across multiple administrations. In partnership with MNIT, he helped advance modernization of critical systems, expand cloud adoption, and launch the Technology Modernization Fund — an outcome-driven investment model supporting dozens of cross-agency projects that strengthen security and improve digital services for Minnesotans.

By aligning technology strategy with economic growth and public value, Rick helped position Minnesota as a national leader in collaborative, people-centered digital government. His steady guidance, willingness to challenge assumptions, and commitment to partnership will continue to influence Minnesota's technology work for years to come.



*The TAC thanks Rick for his exceptional leadership and enduring commitment to serving the public good.*





## Tarek Tomes to transition after seven years leading Minnesota's technology transformation

In February 2026, Commissioner Tarek Tomes announced his transition from state service after seven years as Minnesota's Chief Information Officer. His tenure marked a period of significant transformation that reshaped enterprise technology leadership in Minnesota state government.

Under his leadership, Minnesota launched the Technology Modernization Fund and accelerated enterprise cloud migration to strengthen security, scalability, and resilience across state systems. He established the Transparent Artificial Intelligence Governance Alliance (TAIGA) and operationalized Minnesota's Cybersecurity Incident Reporting framework to advance responsible innovation and whole-of-state cybersecurity.

Commissioner Tomes also advanced major system modernizations – including Driver and Vehicle Services, Paid Leave, workers' compensation, child welfare systems, Department of Corrections offender management, and COVID-19 response and vaccination distribution – while maintaining strong, collaborative partnerships with both the legislative and executive branches.

His engagement with the TAC reflected a clear commitment to partnership, transparency, and shared governance. Commissioner Tomes consistently sought diverse perspectives, engaged in substantive dialogue, and translated strategic recommendations into operational action. That collaborative approach strengthened MNIT's enterprise strategy and enhanced the Council's ability to provide durable, cross-administration guidance.

As Commissioner Tomes begins his next chapter, Minnesota carries forward a stronger technology foundation, a culture of innovation grounded in governance and accountability, and a clear model for how state CIOs can lead with vision, discipline, and trust. The TAC extends its deep appreciation for his service and leadership.

Deputy Commissioner Jon Eichten, who has worked closely with the Council throughout 2025, will serve as Commissioner and CIO.

# Letter from Commissioner Tomes

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Cc: Members of the Technology Advisory Council

On behalf of Minnesota IT Services, I extend my sincere thanks to retired Chair Rick King, Vice Chair Vince Cabansag, and the members of the TAC for your leadership and partnership. Your expertise – spanning public service, private industry, and emerging technology – continues to play a vital role in shaping a secure, modern, and people-centered digital government for Minnesotans.

In 2025, MNIT and our agency partners made meaningful progress strengthening the enterprise foundations required for effective, accountable government. The TAC’s guidance helped focus this work on building durable capability – not just delivering individual projects – so agencies can respond faster, reduce risk, and better serve Minnesotans over time.

Together, we advanced responsible AI through strong governance, shared standards, and workforce readiness. Minnesota’s work through the TAIGA reinforced a clear principle: AI should solve real business problems, improve services, and operate transparently, securely, and in alignment with Minnesota values. This approach positioned the state as a national leader while laying a foundation for consistent execution and scale.

We also strengthened Minnesota’s cybersecurity posture by advancing a whole-of-state defense model. In a rapidly evolving threat environment and amid shifting federal support, this approach emphasized shared intelligence, coordinated response, and resilience across state, local, Tribal Nations, and critical infrastructure partners. The TAC’s insight reinforced the importance of moving from fragmented defenses toward durable, state-led capability.

At the same time, the TAC’s work on data sharing, and product and experience reinforced how strong governance, effective delivery, and public trust work together. By advancing enterprise data leadership, secure and lawful data sharing, modern procurement, sustainable funding, and human-centered design, the TAC helped move Minnesota toward services that are more connected, accessible, and responsive to the people who rely on them.

These efforts reflect Minnesota’s continued shift from managing technology to building enterprise capability – capability that enables agencies to adapt, scale what works, and deliver measurable value in a time of constant change.

In 2026, MNIT looks forward to the TAC’s continued guidance on responsible AI, cybersecurity, customer experience, and data-driven government. These priorities remain central to Minnesota’s vision of a digital government that is secure, trustworthy, and designed around the people it serves.

Thank you for your leadership, partnership, and commitment to Minnesota.

Sincerely,



A handwritten signature in blue ink that reads "Tarek Tomes".

**Tarek Tomes**  
Commissioner  
Minnesota IT Services

# Appendices

# Appendix A | 2025 AI Subcommittee Presentations

Month	Presentation
January	<b>AI in State Government</b> Roundtable with Minnesota State Agency Chief Business Technology Officers
February	<b>Current State of AI in State and Local Government</b> Gartner
April	<b>AI Legislative Assistant App</b> Department of Revenue
May	<b>AI Policy Update, MS Copilot for Minnesota Government</b> MNIT/TAIGA
June	<b>CLAIRE AI Medical Records Assistant</b> Department of Health
August	<b>AI Tools to Support Agency Contact Centers</b> Amazon Web Services <b>Enterprise AI Tools and Governance</b> MNIT
September	<b>AI Strategy, Approaches, and Use Cases</b> IBM

# Appendix B | 2025 Cybersecurity Subcommittee Presentations

Month	Presentation
April	<p><b>K-12 Computer Science Education and Workforce Pipeline</b> Dr. Alexandra Holter, Bloomington Public Schools Andrea Wilson-Vazquez, Raspberry Pi Foundation</p> <p><b>Interstate Cybersecurity and Education Models</b> Sean Riley, Former State CIO of North Dakota</p>
September	<p><b>Multi-State Cyber Operations and Joint Security Operations Centers</b> Chris Gergen, CISO and JC-SOC Architect, State of North Dakota</p> <p><b>Minnesota Cybersecurity Operations and Intelligence Sharing</b> John Israel, State CISO, MNIT</p>
November	<p><b>Cyber Risk, IoT, and Rural Water Resilience Models</b> Lori Blair, Executive Director, Minnesota Rural Water Association Terah Rinerson, Disaster Response Circuit Rider, Minnesota Rural Water Association</p>

# Appendix C | 2025 Customer Experience & Product Subcommittee Meeting Summaries

Month	Presentation
January	Jane Tigan presented on the One Minnesota Results Framework for Customer Experience.
February	Members discussed the merger of the CX and P2P subcommittees.
March	Members reviewed the draft charter for the combined subcommittee.
April	Bruce Yurich, Betsy Hayes, and Tracy Gerasch presented on the ProvelT micro-procurement program.
May	MMB Results Management staff and MNIT PACE staff presented on the action plan for the One Minnesota Customer Experience goal.
June	Kayla Washington and PACE presented on organizational change management (OCM), with discussion of CX champions.
July	No meeting.
August	Sarah Herder Lewis and Kowsar Mohamed presented on the Equity Analysis Toolkit.
September	Former employees of the 18F digital agency presented case studies.
October	Dori Leland and Blake Chaffee from MMB presented on the new product manager job classification.
November	No meeting.
December	Members reviewed the year-end report draft.

# Appendix D | 2025 Data Sharing Subcommittee Presentations

In 2025, the Data Sharing Subcommittee established its charter and scope of work, then shifted in the second half of the year to developing its initial set of recommendations, which are included in the front section of this report.

Month	Presentation
March	<p><b>Minnesota Department of Corrections</b></p> <p>Overview of the DOC Transformation Program with a focus on data management, highlighting long-term investments in data governance, standardized definitions, and enabling technologies to support a modern, integrated data environment and informed decision-making.</p> <p>Liz Moua</p>
June	<p><b>Enterprise data catalog collaboration</b></p> <p>DCYF, DHS, and the DOC Transformation Office presented on implementing an enterprise data catalog centralizing metadata for 400+ systems, improving security, transparency, and data management. The effort could serve as the foundation for a statewide shared catalog, pending additional funding.</p> <p>Christen Pentek, Beth Torgerud</p>
September	<p><b>Collaboration for Data Disaggregation (CDD)</b></p> <p>MMB shared its facilitation of the CDD, a multi-agency effort to develop a statewide standard for collecting and using disaggregated data, including a planned rollout of the race and ethnicity standard.</p> <p>David Wakely</p>

## Appendix E | 2025 TAC Speaker List

Month	Type	Speaker
January	Business meeting	Council updates, report review – no guest speaker(s)
February	Agency presentation	<p><b>Leveraging Data to Coordinate Eligibility and Services</b></p> <p>Stephanie Hogenson, Policy Director, Minnesota Children Cabinet, MMB</p> <p>Amanda Varley, Data Analytics and Operations Supervisor, DCYF</p>
March	Guest speaker	<p><b>NIST Cybersecurity Updates and Future of U.S. Government Encryption</b></p> <p>Matthew Scholl, Chief of the Computer Security Division, NIST</p>
April	Guest speaker	<p><b>Generative AI and the Public Sector</b></p> <p>Mitch Weiss, Professor of Management Practice, Harvard Business School</p>
May	Agency presentation	<p><b>Minnesota Department of Transportation (MnDOT) Regional Transportation Management Center (RTMC) and Technology Overview</b></p> <p>Commissioner Nancy Daubenberger, MnDOT</p> <p>Bob Bennett, Chief Business Technology Officer, MNIT partnering with MnDOT</p> <p>Tiffany Dagon, Director of the RTMC, MnDOT</p>
June	Business meeting	Council updates – no guest speaker
July	Business meeting	Council updates – no guest speaker
August	Guest speaker	<p><b>NASCIO</b></p> <p>Doug Robinson, Executive Director, NASCIO</p>

Month	Type	Speaker
September	Agency presentation	<p><b>DCYF Digital Strategy and Child Welfare Modernization</b></p> <p>Commissioner Tikki Brown, DCYF</p> <p>Deputy Commissioner Rachel Grimes, DCYF</p> <p>Tyrone Spratt, Chief Business Technology Officer, MNIT partnering with DCYF</p> <p>Laura Haffield, Digital Transformation Manager, DCYF</p>
October	Business meeting	Council updates – no guest speaker
November	Business meeting	Council updates, subcommittee discussions – no guest speaker
December	Business meeting	Council updates, report review – no guest speaker

## Appendix F | Members of the Technology Advisory Council

Name	Organization
Rick King*, Chair	Former Executive, Thomson Reuters
Vincent Cabansag, Vice Chair	Chief Operating Officer, Clockwork
Tom Butterfield	Formerly TCF Bank
Anjali Gandhi	Chief Information Officer and Senior Vice President, Federal Reserve Bank of Minneapolis
Shireen Gandhi	Temporary Commissioner, Minnesota Department of Human Services
Lee Ho	Deputy Commissioner, Minnesota Department of Revenue
Jason Lenz	Minnesota Association of Counties
Timothy Lynaugh	Assistant Commissioner, Minnesota Department of Public Safety
Susan Ramlet	Formerly Medtronic
Melissa Reeder	Director of Agency Engagement, Civic Management
Britta Reitan	Deputy Commissioner, Minnesota Management & Budget
Evan Rowe	Deputy Commissioner, Minnesota Department of Employment and Economic Development
Katie Smith	Assistant Commissioner, Department of Natural Resources
Axelina Swenson	Minnesota Association of Professional Employees
Theresa Wise	Formerly Delta Air Lines
<b>Legislative members (Ex-Officio, Non-Voting)</b>	
Representative Kristin Bahner	Minnesota House
Senator Mark Koran	Minnesota Senate
Representative Jim Nash	Minnesota House
Senator Melissa Wiklund	Minnesota Senate

\*Rick King retired from the TAC in August after serving on the council since its inception.

