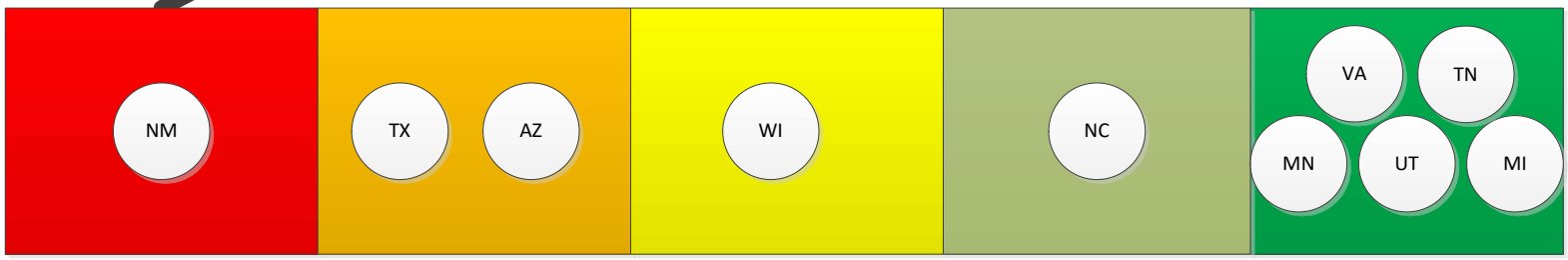
# Statewide IT Governance Models: Federated to Consolidated

Enterprise Foundations:
Identity • Cybersecurity • Data Governance
Architecture • Shared Platforms
Portfolio Governance • Interoperability

New Mexico Five-Year Direction

Rev 4 05-Nov-2026




| Highly Decentralized | Federated | Coordinated Federated | Hybrid Enterprise | Enterprise-Led | Highly Consolidated |
|---|---|---|---|---|---|
| • Minimal statewide IT coordination<br>• Agencies operate independently<br>• Few common platforms or standards<br>• High duplication; poor interoperability risk<br>• Enterprise risks difficult to manage statewide | • Agency CIOs primarily accountable to agency leadership<br>• Agencies control most technology decisions<br>• Limited enterprise architecture and portfolio governance<br>• Common services adopted selectively<br>• Enterprise maturity varies substantially by agency | • State CIO establishes enterprise standards and guardrails<br>• Shared purchasing and selected common services<br>• Common cybersecurity and architecture controls<br>• Formal cross-agency governance<br>• Agencies retain substantial technology autonomy | • Enterprise architecture and governance have meaningful authority<br>• Identity, cybersecurity, data and integration standards governed<br>• Common platforms are enterprise-first<br>• Mission systems remain agency-owned<br>• Agency CIOs participate in formal enterprise governance | • Enterprise rules shape investments and modernization<br>• Common platforms are the default<br>• Statewide portfolio and lifecycle governance<br>• More infrastructure, services and selected personnel consolidated<br>• Exceptions require documented mission justification | • Most common IT services delivered enterprise-wide<br>• Substantial IT workforce organizationally consolidated<br>• Standard platforms used broadly across government<br>• Enterprise architecture fully operationalized<br>• Agencies retain ownership of mission policy, processes and outcomes |

# Understanding the Statewide IT Governance Spectrum

State IT governance ranges from highly decentralized agency operations to highly consolidated enterprise delivery. National research shows a strong trend toward consolidation, shared services, enterprise standards, and common platforms where statewide scale creates value.

The appropriate model depends on the capability. Commodity services and common platforms often benefit from consolidation, while mission-specific systems and business processes generally benefit from remaining close to the agencies they serve.

New Mexico is substantially federated but already operates important enterprise capabilities. The recommended five-year direction is toward a Hybrid Enterprise / Enterprise-Led model—not wholesale centralization.

**Centralize what creates enterprise value.**
**Preserve autonomy where mission specialization creates value.**

State placements are illustrative, not a comprehensive 50-state ranking.

# Evidence Supporting the Governance Spectrum

### Enterprise consolidation is a strong public-sector IT trend

State CIO research documents widespread consolidation of infrastructure, shared services, project oversight, procurement, and other common capabilities.

**Evidence: S1, S2**

### Shared services can improve efficiency and reduce duplication

U.S. Government Accountability Office research identifies operational efficiencies, cost savings, cybersecurity benefits, and service improvements, while also identifying legitimate mission, legal, technical, and implementation constraints.

**Evidence: S3, S4**

### Enterprise identity, cybersecurity, and architecture benefit from statewide governance

National standards and state practices support common identity, security controls, architecture, interoperability, and other capabilities whose value increases at enterprise scale.

**Evidence: S5 and related sources**

### New Mexico already has an enterprise foundation

The Department of Information Technology Act, DoIT enterprise services, statewide cybersecurity, SHARE, enterprise architecture, and project oversight demonstrate that New Mexico already delivers selected capabilities enterprise-wide.

**Evidence: S6–S10, S17**

### Different capabilities warrant different degrees of consolidation

Research supports consolidation where commonality creates enterprise value while preserving agency control where statutory, operational, or mission specialization matters.

**Evidence: S1–S5, S13–S18**

## About the source references “Evidence:”

S# refers to the numbered source registry in the companion document “Evidence Base & Source Map”, which provides complete citations and links, identifies the propositions each source supports, and documents relevant limitations or counterevidence.