Technology as a Strategic Asset

A Statewide Technology Agenda for New Mexico’s Incoming Administration

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

Executive Briefing

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Independent policy analysis

The Executive Proposition

Technology is now part of the machinery through which nearly every major state policy is delivered.

The wrong question

“Should New Mexico centralize IT?”

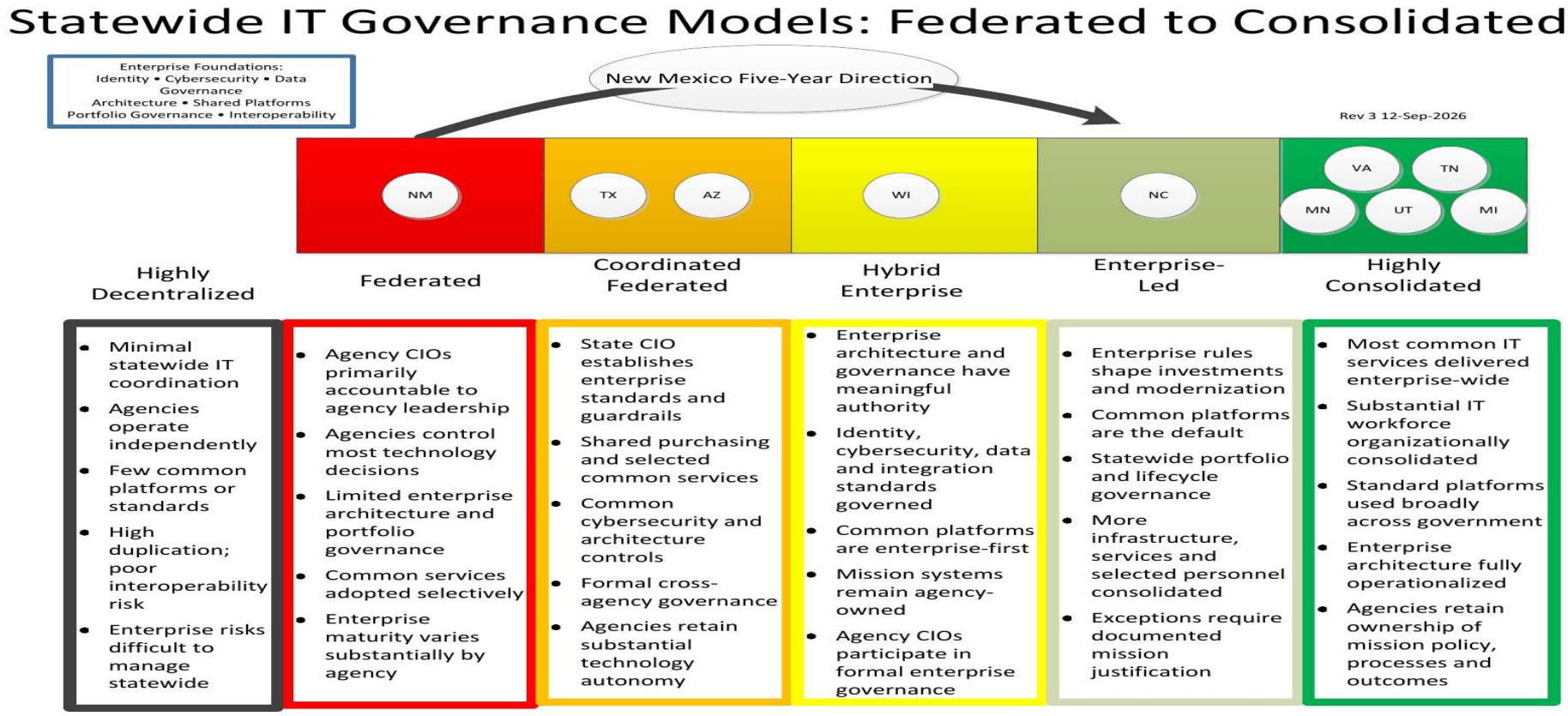
The better question

Which capabilities create more public value at enterprise scale — and which require mission-level ownership?

Enterprise-first for common capabilities.
Agency-owned for mission technology.

Sources: [S1, S2, S3, S13, S14, S15]

Federated → Consolidated: New Mexico's Five-Year Direction



Statewide Governance Model Spectrum | Evidence: [S1–S5, S6–S10, S13–S18]

Not All IT Is the Same

Different technology classes warrant different default governance.

1 Commodity Services

Email • productivity • connectivity • endpoints

PRIMARY VALUE

Exploit statewide scale

DEFAULT GOVERNANCE

Standardize and consolidate where economical

2 Enterprise Platforms

IAM • cyber tooling • workflow • content • integration

PRIMARY VALUE

Interoperability and reuse

DEFAULT GOVERNANCE

Enterprise-first / shared, with justified exceptions

3 Enterprise Governance

Architecture • cyber policy • data • portfolio

PRIMARY VALUE

Statewide risk and investment discipline

DEFAULT GOVERNANCE

Statewide authority and visibility

4 Mission Technology

Medicaid • tax • wildlife draw • corrections

PRIMARY VALUE

Mission knowledge and statutory fidelity

DEFAULT GOVERNANCE

Agency ownership within enterprise guardrails

Sources: [S3, S4, S5, S17]

New Mexico Is Not Starting From Zero

Important enterprise capabilities already exist; the roadmap builds on them.

1	**DoIT enterprise services**	Statewide infrastructure, support, hosting, networking, collaboration and other managed services.
2	**Office of Cybersecurity**	Statewide cybersecurity policy, standards, monitoring, incident response and shared capabilities.
3	**SHARE**	DFA-managed statewide ERP platform for financial and human-resource functions.
4	**Enterprise architecture & project oversight**	Architecture rules, project certification, EPMO reporting and portfolio visibility.
5	**Enterprise identity**	Microsoft Digital Workspace demonstrates a single State of New Mexico workforce identity pattern.

The policy question is not whether enterprise delivery is possible.
It is where New Mexico should expand it.

Sources: [S6–S10, S16, S17]

Where Enterprise Scale Creates Value

Priority capabilities for statewide governance, shared platforms, or both.

Identity & Access Management (IAM)

Workforce identity; constituent Single Sign-on (SSO); common authentication

Cybersecurity

Policy, monitoring, incident response, shared tooling

Data & Interoperability

Definitions, stewardship, lawful exchange, reusable integration

Workflow & Content

Cross-agency workflow, document control, status, audit trails

Architecture & Platforms

Cloud guardrails, APIs (microservices), shared enabling platforms

Portfolio & Investment

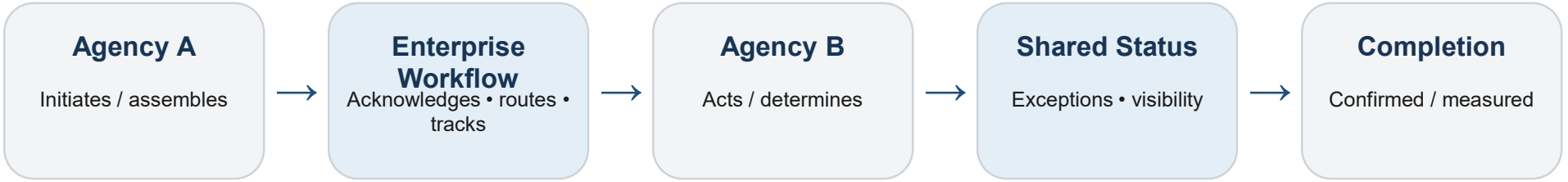
System inventory, lifecycle risk, duplication, dependencies

Procurement strategy alone is not enterprise technology strategy.

Sources: [S3, S5, S7–S9, S17]

Government Services Cross Agency Boundaries

The operating model must support handoffs and simultaneous multi-agency service delivery.



Illustrative New Mexico issue

Transitions from children's services to adult services (E.G., CYFD -> HCA) have long required coordination among agencies. Some transitions can still function as "handoffs" rather than jointly managed processes.

Agencies own their portion of the business process. The enterprise can provide the machinery that makes the whole service accountable.

Sources: [S11, S12] | Practitioner observation is illustrative, not asserted as a verified statewide condition.

Organization and Accountability Must Also Evolve

Recommended governance relationship

STATE CIO

↕ **functional / enterprise accountability**

AGENCY CIOs / IT DIRECTORS

↓ administrative / mission accountability

AGENCY SECRETARIES

Architecture • cyber • workforce planning • enterprise initiatives

What should change

- Create a formal functional relationship between agency CIOs / IT directors and the State CIO.
- Build on New Mexico's existing cross-agency functional-accountability patterns in finance, procurement, personnel and legal governance.
- Evaluate selective personnel consolidation where it improves capability, security, career paths, resilience, or accountability.
- Preserve agency ownership of statutes, programs, business rules, product priorities, and mission outcomes.
- Codify decision rights and exception mechanisms rather than relying on informal coordination.

Evidence: [S18, S22–S25]| New Mexico analogues are precedents; the CIO model remains a recommendation.

Five-Year Direction: 2027–2031

Substantial movement in one administration; institutionalize the model in year five.



Transition / First 100 Days	2027	2028	2029–2030	2031
Confirm governance • baseline capabilities, workforce and DoIT operating/funding model • inventory systems/investments	IAM strategy • architecture/cloud guardrails • data/portfolio/cyber foundations • pilots • design operating/rate reforms	Implement priority platforms • workflow/data-sharing improvements • reusable integration • begin operating/funding reforms	Scale successful platforms • reduce duplication • align procurement/budget • measure statewide cost, adoption and staffing flexibility	Measure outcomes • complete major structural, authority and operating-model changes • next statewide technology plan

The objective is a mature Hybrid Enterprise / Enterprise-Led model — not wholesale centralization.

Source: New Mexico Enterprise Technology Roadmap — 2027–2031.

Decisions for the Next Governor

The first decisions are governance decisions — not technology purchases.

1	**Set the operating model**	Adopt enterprise-first governance for common capabilities while preserving mission ownership.
2	**Establish decision rights**	Clarify State CIO authority, agency CIO relationships, enterprise standards, and exception mechanisms.
3	**Choose initial priorities**	Select enterprise identity, shared platforms, and 2–3 cross-agency service/process pilots.
4	**Align authority and resources**	Review statutes, rules, P-code/program structure, funded staffing, rates and enterprise funding so accountability is matched by management authority.
5	**Measure outcomes**	Track service quality, security, interoperability, duplication, lifecycle risk, statewide cost, service adoption and mission impact.

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

2026 Developments: Enterprise Progress and Delivery Risk

LFC evaluation | October 20, 2026

Four largest ongoing state IT projects: $456 million combined increase over initial estimates. LFC identifies major delays and recommends modular delivery, product ownership, and outcome-based accountability. [S31]

DoIT statewide ServiceNow launch | September 22, 2026

DoIT announced an approximately eight-week deployment and planned support for roughly 30–40 partner agencies. Measure actual adoption, performance and cost; announcement ≠ verified benefits. [S32]

Rulemaking and 2027 transition

DoIT proposed revisions to 1.12.5 and 1.12.9 NMAC in May 2026 to modernize project oversight and certification rules and align them with current statutory authority. The proposed replacements were not reflected in the published NMAC as of November 5, 2026. [S33]

Sources: Document 05, S31–S33 | Peter Mantos | November 2026