Move deliberately from a substantially federated model toward Hybrid Enterprise / Enterprise-Led governance

Workstream	Transition / First 100 Days	Year 1 — 2027	Years 2–3 — 2028–2029	Year 4 — 2030	Year 5 — 2031
Governance & State CIO	Confirm target operating model and executive sponsorship; establish cabinet-level enterprise technology governance.	Define State CIO decision rights; formalize agency CIO participation and functional relationship to State CIO.	Operate enterprise governance routinely; use exceptions for legitimate mission needs.	Evaluate selective consolidation of services and personnel based on performance and enterprise value.	Institutionalize governance; refresh statewide technology strategy for next administration.
Portfolio & Investment	Create statewide baseline of major systems, projects, lifecycle risk, duplication, cost and dependencies.	Establish enterprise portfolio/investment governance and common decision criteria.	Use portfolio data to coordinate modernization, sequencing, reuse and retirement decisions.	Rationalize duplicative capabilities and measure avoided/reduced cost and risk.	Make portfolio governance part of normal budget, procurement and executive decision cycles.
Identity & Digital Access	Inventory workforce and constituent identity capabilities; establish enterprise identity architecture.	Strengthen workforce IAM and define constituent single-sign-on strategy across state digital services.	Expand common identity and access services; pilot cross-agency constituent access where legally appropriate.	Scale constituent identity and secure cross-agency access; reduce duplicate credentials and identity silos.	Operate identity as durable statewide infrastructure with agency-controlled authorization and privacy.
Cybersecurity	Confirm statewide cyber baseline, roles, reporting and high-priority gaps.	Align enterprise controls, monitoring, incident processes and agency implementation plans.	Expand shared security capabilities and consistent risk measurement across agencies.	Use enterprise risk data to target investment and reduce systemic vulnerabilities.	Institutionalize measurable statewide cyber resilience and continuous improvement.
Data & Interoperability	Identify high-value cross-agency service journeys, handoffs and simultaneous-service dependencies.	Establish/strengthen statewide data governance, interoperability standards and priority exchange use cases.	Implement reusable integration/API patterns and cross-agency data/workflow pilots.	Scale successful exchanges; improve end-to-end status, accountability and lawful data movement.	Make interoperability a normal design requirement for relevant new and modernized systems.
Architecture & Cloud	Baseline enterprise architecture, hosting/cloud patterns, technical debt and major exceptions.	Define enforceable architecture/cloud guardrails and exception process.	Apply standards to modernization and procurement; expand reusable patterns and shared infrastructure.	Use architecture and lifecycle data to retire avoidable duplication and unsupported technology.	Maintain enterprise architecture as an operational investment discipline, not a documentation exercise.
Shared Enterprise Platforms	Inventory common needs: workflow/BPM, content/document management, integration, collaboration and related platforms.	Select enterprise-first platform strategy and 2–3 high-value pilots.	Scale reusable platforms, skills and process patterns; support cross-agency workflows.	Make common platforms the default where they meet mission, legal and technical needs.	Optimize platform portfolio; preserve documented exceptions where specialization creates value.
Organization & Workforce	Map IT workforce distribution, funded vs. authorized positions, scarce skills, service dependencies and current DoIT managed-service footprint.	Define enterprise vs. agency roles; formalize agency CIO functional accountability to the State CIO; establish shared-service workforce principles.	Improve deployment of funded staff across priorities; consolidate selected scarce/common capabilities where enterprise delivery improves service, resilience or cost.	Evaluate broader personnel/service consolidation using measured outcomes—not organizational preference.	Sustain enterprise career paths and portable skills while retaining mission-embedded expertise.
DoIT Operating & Financial Model	Baseline P-code/program constraints, authorized vs. funded staffing, vacancy assumptions, service rates, overhead allocation, reserves/funds and barriers to launching new services.	Design a target model separating enterprise governance, shared fixed infrastructure and consumption services; identify needed management flexibility and investment capacity.	Implement transparent rate/allocation reforms, appropriate inter-program flexibility and sustainable funding for enterprise governance, cloud/control-plane capabilities and new services.	Measure statewide total cost, service adoption, rate stability, staffing flexibility and whether incentives support enterprise use.	Institutionalize a sustainable operating/funding model; periodically review rates, reserves, program structure and investment mechanisms.
Law, Rules & Directives	Inventory statutory, rule, executive, appropriation and administrative constraints against the target model, including §§9-27-6 and 9-27-7.	Prioritize actions needed for CIO authority, portfolio governance, architecture, data, shared platforms, procurement alignment, workforce flexibility and funding.	Enact/update high-priority authorities and rules; align procurement, budget, rate-setting and personnel processes with enterprise governance.	Close remaining authority gaps; codify successful governance and financing mechanisms where durability is needed.	Review effectiveness and remove obsolete provisions. See Document 06 for the action map.

Operating principle: Centralize what creates enterprise value.

Preserve autonomy where mission specialization creates value.

Implementation Logic, Outcomes and Decision Gates

The first administration should complete the major structural changes; 2031 is the maturity and institutionalization horizon.

How the roadmap should be executed

- Enterprise-first, not enterprise-only. Common capabilities become the default when statewide scale creates value; exceptions remain available for legitimate mission, statutory, security or technical requirements.
- Sequence governance before technology. Decision rights, portfolio visibility, architecture and accountability must mature early so platform and modernization investments reinforce the target operating model.
- Use real service journeys. Prioritize cross-agency problems where residents experience handoffs, simultaneous services, duplicate identity, repeated data collection or unclear accountability.
- Measure before consolidating. Personnel, service and platform consolidation should follow evidence of service quality, resilience, interoperability, risk reduction and total cost—not an assumption that centralization is inherently superior.
- Keep mission ownership with agencies. Agencies remain accountable for statutes, programs, business rules, service outcomes and mission-specific systems even as enterprise capabilities become more standardized.
- Align accountability with management authority. Do not hold the State CIO accountable for enterprise outcomes while budget, program, staffing or funding structures prevent reasonable deployment of resources.

Decision gates

Gate 1 — First 100 Days
Approve the target governance model, establish executive sponsorship, and authorize statewide capability, workforce and DoIT operating/financial baselines.

Gate 2 — End of 2027
Confirm enterprise standards, CIO governance, portfolio model, identity direction, first pilots and the target DoIT operating/funding model.

Gate 3 — End of 2029
Use measured pilot and portfolio results to decide what should scale, consolidate, remain federated, or be retired.

Gate 4 — End of 2030
Complete major structural, authority and operating/financial-model changes within the gubernatorial term and establish the next statewide technology plan.

Gate 5 — 2031
Institutionalize mature operating practices, validate outcomes and make enterprise governance durable across administrations
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Outcome area	Illustrative measures of progress
Governance	Percent of major technology investments reviewed through enterprise portfolio governance; agency CIO participation; documented exception volume and disposition.
Digital access	Workforce identity coverage; number of constituent services using common identity/SSO; reduction in duplicate credentials where measurable.
Cybersecurity	Statewide control adoption, incident reporting/response performance, high-risk remediation and shared-security.
Interoperability	Number of production cross-agency exchanges/workflows; reduction in manual handoffs; measurable confirmation/status across participating agencies.
Architecture & lifecycle	Percent of major investments conforming to architecture standards; unsupported technology reduced; duplicative capabilities retired or avoided.
Shared platforms	Adoption and reuse of enterprise workflow/content/integration capabilities; avoided duplicate procurements; agency satisfaction and exception rationale.
Service/workforce	Services or scarce skills successfully consolidated; service levels, resilience, vacancy/skill coverage and total-cost.
Operating model & finance	Funded-vs.-authorized staffing visibility; rate transparency/stability; enterprise-service adoption; inter-program staffing flexibility; sustainable funding for enterprise governance and new capabilities.

This supplement does not change the 2027–2031 governance direction or the workstreams on the preceding pages. It identifies new evidence and specific actions for the incoming administration.

First 100 Days — major-project baseline

Inventory major active projects, recording original and current forecast costs, schedule, committed spending, contractual delivery milestones, named agency product owners, and independent risk assessments. The October 20 LFC evaluation reports that the four largest ongoing projects collectively exceeded initial estimates by $456 million. [S31]

2027 — modular and accountable delivery

With GSD and agency business owners, pilot appropriately scoped modular procurements, iterative demonstrations of working capability, objective acceptance criteria, and outcome-based vendor accountability. Keep DoIT technology/project governance distinct from GSD procurement execution. [S20, S31]

Shared-service performance

Treat DoIT's September ServiceNow launch as a deployed enterprise capability. Establish adoption, agency participation, service-level, user-experience, and total-cost baselines before asserting enterprise-wide results or extending the model. [S32]

Rulemaking checkpoint

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]