00 --- ReadMe

New Mexico Statewide IT Governance Package

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Purpose

This package presents an independent, nonpartisan policy framework for strengthening statewide information-technology governance in New Mexico. Its central proposition is:

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

The package does **not** advocate wholesale centralization of state IT. It recommends moving New Mexico deliberately from a substantially federated model toward **Hybrid Enterprise / Enterprise-Led governance for common capabilities**, while preserving agency ownership of mission systems, business rules, statutory responsibilities, program priorities, and outcomes.

The documents are designed to be read as one package. Documents 01--04 state the policy case and roadmap; Document 05 is the authoritative evidence registry; Document 06 translates the package into an implementation agenda.

Supersedes the January 2026 Package

This package **supersedes the statewide IT governance materials prepared in January 2026**. The January package represented an earlier stage of the analysis and should be treated as historical background rather than current guidance.

The November 2026 package retains several of the January package's underlying concerns and policy objectives, but substantially revises the analysis based on additional research, changes in New Mexico law and state technology programs, and further development of the recommended governance model. In particular, this package replaces the earlier centralization-oriented framing with a more explicit **Hybrid Enterprise / Enterprise-Led** model, distinguishes enterprise governance and shared capabilities from agency-owned mission technology, incorporates the 2027--2031 implementation roadmap, and provides a substantially expanded evidence and implementation framework.

For citation, review, or policy discussion, Documents 01--06 in this package should be considered the current version. The January 2026 materials are superseded and should not be relied upon where they differ from this package.

Author's Motivation

I prepared this package because I believe information technology is foundational to New Mexico's ability to address many of its most persistent challenges.

I previously served as New Mexico's State Chief Information Officer and was appointed Secretary-designate of the Department of Information Technology, but was not confirmed by the New Mexico Senate. I am nearing the end of my professional career and currently work part-time as an information technology consultant and PMP-certified project manager. I am not seeking employment, appointment to public office, a position in a future administration, or state contracting opportunities as a result of this work. I offer it independently in the hope that my experience can be useful to those who will make these decisions.

New Mexico continues to rank near the bottom nationally on too many measures of public outcomes and near the top on measures where being first is not a distinction we should want. With the important exception of education---which presents challenges extending well beyond information technology---I believe technology is now part of the foundation required to improve many of those outcomes. It affects how effectively government delivers health and human services, administers public safety and regulation, manages public resources, protects information, shares data, serves residents, and turns policy decisions into working services.

Technology will not solve those problems by itself. But fragmented systems, weak interoperability, duplicated capabilities, aging technology, unclear accountability, and ineffective statewide governance can make already difficult public-policy problems harder to solve. Conversely, well-governed technology can give agencies and their employees better tools with which to accomplish their missions.

This package is therefore not an argument for technology for technology's sake, nor for centralization as an end in itself. It reflects my belief that New Mexico can govern technology more effectively while preserving the mission expertise and accountability of its agencies.

My hope is simply that this work proves useful to the next administration and to others working to improve the State of New Mexico.

November 2026 Revision

This revision retains the September 2026 policy direction and stable S1–S30 evidence identifiers. It adds three sources in Document 05: **S31** (October 20 LFC evaluation of IT procurement, implementation and oversight), **S32** (September 22 DoIT ServiceNow announcement), and **S33** (May 2026 proposed oversight/certification rule changes). The principal updates strengthen major-project delivery accountability, recognize an existing shared-service deployment, and require verification of the final rulemaking disposition.

The package is addressed to the incoming Haaland administration as the 2027 transition audience. It remains independent, nonpartisan research; no endorsement by the governor-elect or transition team is implied.

Visio source note: Document 02 retains the September governance-spectrum diagram. The six-stage spectrum and New Mexico direction remain unchanged; only a source-note refresh is proposed for the editable Visio file

Package Contents

No.	Document	Purpose
00	**ReadMe**	Package guide and version-control document.
01	**Technology as a Strategic Asset**	Principal policy paper. Defines the problem, target operating model, four technology classes, enterprise capabilities, cross-agency service model,

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		organizational implications, and five-year direction.
02	**Statewide Governance Model Spectrum**	Visual companion showing the continuum from highly decentralized to highly consolidated governance and New Mexico's recommended five-year movement toward Hybrid Enterprise / Enterprise-Led governance. The `.vsd` file is the editable source; the `.pdf` is the publication copy.
03	**Technology as a Strategic Asset — Executive Briefing**	Eleven-slide executive presentation summarizing the policy proposition, governance spectrum, technology classes, existing New Mexico foundation, enterprise priorities, organizational model, roadmap, and decisions for the next Governor.
04	**New Mexico Enterprise Technology Roadmap — 2027–2031**	Implementation roadmap with a November 2026 supplement. Organizes the transition across governance, portfolio/investment, identity, cybersecurity, data/interoperability, architecture/cloud, shared platforms, organization/workforce, DoIT operating/financial model, and law/rules/directives.
05	**Evidence Base & Source Map**	Authoritative proposition-to-source map and source registry. Stable source identifiers used elsewhere in the package originate here.
06	**Implementing the Roadmap**	Package-wide implementation document. Identifies executive, administrative, regulatory, budgetary, personnel, procurement, financial, and potential legislative actions required to implement the policy and roadmap.

How the Documents Relate

The intended reading sequence is:

01 Policy → 02 Governance Model → 03 Executive Briefing → 04 Roadmap → 05 Evidence → 06 Implementation

Document 05 is the evidence control document. Bracketed references such as `[S3, S14]` in companion documents should resolve to the stable source identifiers maintained there.

Document 06 is the implementation control document. When Document 04 identifies a roadmap objective requiring a concrete authority, process, funding, personnel, procurement, rule, or legislative action, Document 06 should identify the corresponding implementation mechanism.

Core Policy Model

The package distinguishes four classes of technology:

1. **Commodity services** --- standardize, aggregate demand, and consolidate where economical.
2. **Enterprise platforms** --- enterprise-first/shared, with justified exceptions.
3. **Enterprise governance** --- statewide authority and visibility.
4. **Mission technology** --- agency ownership within enterprise guardrails.

Priority enterprise capabilities include identity and access management, cybersecurity, data governance and interoperability, enterprise architecture and cloud guardrails, portfolio and investment governance, workflow/content/integration platforms, and other shared capabilities whose value increases at statewide scale.

The operating model is **enterprise-first, not enterprise-only**. Exceptions remain appropriate where mission, statutory, privacy, security, legal, technical, or operational requirements justify them.

Organizational and Financial Principles

The package recommends a formal functional relationship between the State CIO and agency CIOs/IT directors while preserving agency administrative reporting and mission accountability. New Mexico's existing statewide financial, procurement, personnel, and legal governance arrangements are used as design precedents rather than as claims that every functional relationship is legally identical.

The roadmap also recognizes that statewide technology governance depends on the operating and financial model of DoIT itself. The package therefore calls for examination of:

- P-code/program-level budget constraints and appropriate management flexibility;
- authorized versus funded staffing and vacancy assumptions;
- service rates, overhead allocation, reserves, and cost-recovery mechanisms;
- sustainable funding for enterprise governance and shared fixed infrastructure;
- transparent consumption pricing for services that are genuinely usage-based; and
- investment capacity for new enterprise capabilities.

Accountability should be matched by sufficient management authority to deploy funded resources effectively while preserving statutory, appropriation, federal-fund, internal-service-fund, and other legitimate fiscal controls.

Legal and Evidence Standard

This package is policy analysis, not legal advice. The author is not a lawyer and has never drafted legislation. References to statutes, administrative rules, executive orders, appropriations, personnel rules, procurement requirements, or other legal authorities identify matters for policy review. Any proposed bill, rule, executive order, or legally operative language should be drafted and validated by qualified counsel, legislative drafting staff, and the responsible state entities.

For factual claims about New Mexico, the package prioritizes current statutes, rules, official state materials, legislative and Legislative Finance Committee material, and other primary government sources. NASCIO, GAO, and NIST provide the principal external public-sector evidence base. Industry sources are corroborative rather than controlling.

File Naming

Recommended publication filenames:

- `00 - ReadMe.md`
- `01 - Technology as a Strategic Asset.docx`
- `02 - Statewide Governance Model Spectrum.pdf`
- `02 - Statewide Governance Model Spectrum.vsd`

- 03 - Technology as a Strategic Asset-Executive Briefing.pptx
- 04 - New Mexico Enterprise Technology Roadmap -2027-2031.docx
- 05 - Evidence Base and Sources Map.docx
- 06 - Implementing the Roadmap.docx

The Visio and PDF versions of Document 02 intentionally share the same document number because the Visio file is the editable source for the published PDF.

Authorship, Independence and AI Disclosure

Prepared by Peter Mantos, Mantos IT Consulting, Inc. The package presents the independent analysis and recommendations of the author. It does not represent the views or policies of the State of New Mexico, any current or future administration, gubernatorial candidate, state agency, elected official, or other individual or organization unless expressly stated.

Generative artificial intelligence tools were used to assist with research, source discovery, analysis, editing, consistency review, and document preparation. The author directed the work, reviewed the supporting sources and resulting analysis, and accepts responsibility for the conclusions presented. Factual claims are supported by cited sources wherever practicable.