NEW MEXICO
IT STRATEGIC PLAN

FROM THE DESK OF RAJA SAMBANDAM,
Department Of Information Technology (DoIT)

The needs of citizens and the state government continue to evolve at a rapid pace, resulting in an evolving need to provide modernized and accessible solutions to constituents. The state of New Mexico has made great strides to transform, innovate, and implement new technologies to deliver upon the core mission of improving the quality of life for people across the state. However, as we move into the future, the state must continuously improve end-to-end services with the use of modernized and emerging technology.

We will continue to push for this bold vision of New Mexico, one that operates at the forefront of technology and enables the state government to succeed in its mission. In the words of Governor Lujan Grisham, "Innovation is key to our future success." For the state's technology stakeholders, this means empowering a workforce that embodies a culture of innovation, one that builds upon our transformative successes, and seeks efficiencies in our operations.

This strategic plan highlights the incredible milestones our state has accomplished in a relatively short time and further expands upon future priorities over the next three years. But our goals do not end there – this document outlines new and revised imperatives that build upon our progress and provides direction for an ever-changing technology landscape. New Mexico will embrace a culture of leveraging new technologies and scaling them across the state, refining the services we provide to citizens, increasing the quality of life for our constituents, and enabling the state government of New Mexico as a leader in innovation.

I look forward to continue working together across the state on this dynamic journey to secure, enhance, and make our technology more comprehensive for our government and our citizens.

NM DEPARTMENT OF
INFORMATION
TECHNOLOGY

Raja Sambandam
Acting Cabinet Secretary &
State Chief Information Officer
Department of Information Technology

We Are New Mexico DoIT

75+ State Agencies Served*

Over $1 Billion in IT Project Portfolio*

68 Major Initiatives and Projects*

As of Fiscal Year 2024

Our Mission

The New Mexico Department of Information Technology is the enterprise technology partner serving and supporting state agencies with innovative solutions to advance the delivery of their core missions and create progress for all New Mexicans.

Our Core Values

Collaboration

Innovation

Service

Trust

Our Divisions

Enterprise Services

Compliance and Project Management

Program Support

Our Administratively Attached Offices

Office of Broadband Access and Expansion

Office of Cybersecurity

ADVANCING PROGRESS WITH SECURE INNOVATION

Our governor's vision ignites New Mexico's ambition to lead.

New Mexico Governor Michelle Lujan Grisham continues to advance her ambitious vision for New Mexico and its citizens. She describes New Mexico as *"a state that is looking forever forward, toward the horizon – toward what's next; toward what's new; toward what has only been imagined and not yet realized."*

Embracing emerging technologies can enable New Mexico to achieve that vision.

To realize this vision, state agencies are charged with setting *ambitious goals* as part of their missions. Leveraging new technology – as it emerges – is the key to *transcending current capabilities* and efficiently achieving agency goals.

New Mexico's technology must champion data security and privacy to realize this vision.

As we continue to modernize existing technology and adopt new technology, there must be a greater emphasis on enhancements to safeguarding information. *Protecting* the security and privacy of New Mexicans is a critical imperative for the state.

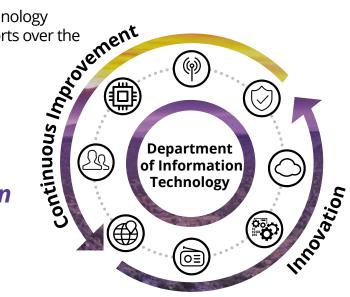## Technology can only reach its full potential when supported by a skilled and empowered workforce.

To drive technological advancement and innovation, *hiring* and *training* the right workforce is essential. *Empowering* New Mexico's workforce with the right tools and resources leads to sustained progress and transformative results.

OUR STRATEGY TO
**CONTINUOUSLY
IMPROVE**
TECHNOLOGY FOR THE
STATE OF NEW MEXICO

OUR STRATEGIC IMPERATIVES FOR THE NEXT 3 YEARS *(through FY27)*

These imperatives, informed by the input of agency and technology leaders across the state, will guide the state's technology efforts over the next three years.
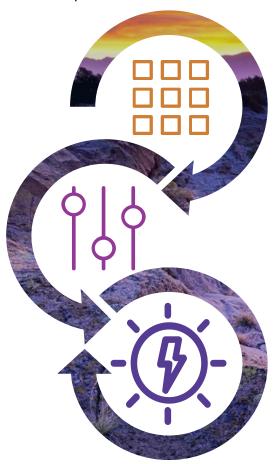
*Through a foundation of **continuous improvement**, we will drive **innovation***

Icon	Imperative	Description
	Broadband	We will **enhance** State **broadband** technologies and support capabilities
	Cybersecurity	We will **drive** statewide **cybersecurity** capabilities and practices
	Cloud	We will **continue** with **smart multi-cloud infrastructure** services
	Data	We will **expand** our **data integration capabilities** across the enterprise
	Public Safety Communications	We will **transform and expand** the integrated **Public Safety Communications** network
	Geospatial Technology	We will **leverage** statewide **Geospatial Technology** and better enable data integration
	Workforce	We will **foster the development** of a dynamic, diverse, and technology-forward **workforce**
	Emerging Technology and AI	We will **transcend** current capabilities through utilization of **emerging technology and AI**

PHASES OF CONTINUOUS IMPROVEMENT

DoIT and state agencies will continue progress to optimize the **eight strategic imperatives** by continuing 3 phases. These improvements are tracked and represented using a maturity scale.

STANDARDIZE
Establish consistent standards, practices, and governance across the enterprise to help agencies implement new IT products and services while providing technical and strategic direction to allow them to accomplish more with less

MODERNIZE
Expand, update, and refresh technology and organizational practices to keep up with the accelerating pace of technological advancement and support New Mexico to adopt and leverage the most modern technologies

TRANSFORM
Fundamentally change the way DoIT customers and citizens interact with state technology to meet increasing expectations for democratized data access, streamlined and convenient access to services, and public accountability to citizens

Goal Maturity Scale

Focused on continuous improvement and innovation to achieve optimal performance

Substantial progress has been made, but work remains

Elements of these are at the early stages of progress or have yet been initiated

RECENT PROGRESS – *DoIT Gets IT Done*

New Mexico DoIT is making significant progress on the strategic imperatives from FY21-FY24.

Broadband

- ✓ Established the Office of Broadband Access and Expansion (OBAE), as well as the Connect New Mexico Fund and Pilot Program
- ✓ Invested and obtained funding: $187 million for the Pilot Program, $70 million for the Fund, and $675 million of NTIA funding for Broadband Equity, Access and Deployment (BEAD)
- ✓ Created and funded programs to address the remaining unserved and underserved locations: NM Public Regulation Commission Annual Broadband Program, NTIA Tribal Connectivity Program, RUS ReConnect Program
- ✓ Increased the percent of served locations statewide to 84%
- ✓ Advanced the Statewide Education Network

Cybersecurity

- ✓ Developed a statewide Cybersecurity Plan, including a capabilities assessment and approval of 5 initial critical projects
- ✓ Established the Statewide Cybersecurity Planning Committee under Executive Order 2022-141
- ✓ Established the Cybersecurity Office to oversee information security across the state under Senate Bill 280, known as the Cybersecurity Act
- ✓ Created the Cybersecurity Advisory Committee, tasked with identifying and recommending cybersecurity best practices for state, local, and tribal entities

Cloud

- ✓ Established an advisory panel for review of cloud applications
- ✓ Created a robust and secure private cloud that is NIST 800-53 compliant
- ✓ Managed the conversion from data centers to multi-site cloud environment
- ✓ Established procedures and protocols for Azure cloud adoption
- ✓ Publicized offering of a virtual machine equipment hosting in customizable virtual environments

Data

- ✓ Implemented governance structures that enabled the organization to begin addressing enterprise-wide standards
- ✓ Initiated process to introduce legislation on Data Classification and Data Privacy
- ✓ Achieved federation of technology practices and policies across the state enterprise
- ✓ Created job classifications focused on data management to increase data compliance across the enterprise

RECENT PROGRESS – *DoIT Gets IT Done*

New Mexico DoIT is making significant progress on the strategic imperatives from FY21-FY24.

Public Safety Communications

- ✓ Deployed the New Mexico Digital Trunked Radio System (DTRS) as an upgrade to Public Safety Radio Communications for 55 agencies, achieving 50% geographic mobile coverage, and enabling direct communication between first responders
- ✓ Established the Public Safety Network Operations Center (PSNOC) and Systems Integration Group, Subscribers Working Group, and DTRS Advisory Committee
- ✓ Secured funding of $170M for the expansion of the digital radio system
- ✓ Achieved nearly 100% self-reliance for day-to-day operations, maintenance, and system repairs

Workforce

- ✓ Created consistent job classifications for many DoIT supported agencies
- ✓ Improved organization of agencies through office creation and staffing
- ✓ Identified Cybersecurity trainings as a primary project in the Statewide Cybersecurity Plan for the allocation of the DHS funds through the Cybersecurity Grant Program

Emerging Technology & Artificial Intelligence

- ✓ Initialized discovery process for future AI implementation
- ✓ NM House Bill 182 targets AI generated misinformation in campaign advertisements

Geospatial Technology

- ✓ Defined and staffed the office of the State Geospatial Officer
- ✓ Improved broadband access and connectivity mapping through identifying inaccuracies in location reporting

BROADBAND

We will **enhance** State **broadband** technologies and support capabilities

Standardize

- *Continue identifying and supporting availability of broadband services through mapping, planning, technical assistance, and capacity building*

- *Further obtain scalable, reliable, and affordable high-speed internet*

Modernize

- *Continue providing technical and federal grant assistance for companies and communities*

- *Continuously update geospatial broadband updates and services*

- *Empower communities through educating and mobilizing local, regional, and statewide community support and partnerships*

Transform

- *Sustain permanent recurring and sustainable funding, and further support lasting grant programs*

- *Continue consolidation of state broadband resources within the Office of Broadband Access and Expansion*

- *Increase digital equity and inclusion through targeting remaining rural unserved and underserved areas, as well as through the expansion of the Statewide Education Network*

CYBERSECURITY

We will **drive** statewide **cybersecurity** capabilities and practices

Standardize

- *Refine roles, responsibilities, and accountability for cybersecurity activities across state agencies and organizations*

- *Enable an effective risk-based control framework to reliably manage state cybersecurity*

- *Improve awareness of current cybersecurity capabilities among stakeholders*

Modernize

- *Expand the catalogue of compliance-ready security services that are comprehensive, portable, and intrinsic*

- *Leverage leading cybersecurity frameworks and standards*

- *Establish shared vulnerability management services for state agencies*

Transform

- *Utilize cybersecurity program for agility and continuous improvement*

- *Continue identifying, defining, and emphasizing core principles, risk mitigation, and best practices*

- *Establish state-wide approach to cybersecurity between state, local, and public education*

CLOUD

We will **continue** with **smart multi-cloud infrastructure** services

Standardize

- *Continue identifying and promoting leading practices across agencies and build cloud solutions that incorporate them*

- *Further mature alliances between agencies to establish a consistent approach to cloud infrastructure and solutions*

- *Define and propagate aligned and clear cloud protocols and procedures*

Modernize

- *Further increase flexibility and scalability, while decreasing time to production of cloud services*

- *Continue promoting and enhancing the critical role of technology services in business and continuity planning (e.g., high availability resources, performance monitoring)*

- *Centralize cloud utilization management to the DoIT to maximize resources and optimize processes*

Transform

- *Further promote cross-agency collaborative solutions to enable and transform state government business*

- *Enable multi-cloud access to allow for migrating agency and organization workloads*

DATA

We will **expand** our **data integration capabilities** across the enterprise

Standardize

- *Continue promoting consistent enterprise standards, practices, and governance*

- *Establish and implement an enterprise adaptable data classification policy and data management plan*

- *Improve education and training to ensure workforce understanding of data policies, utilization, and standards*

- *Form data inventory to optimize agency practices statewide*

Modernize

- *Expand, update, and refresh technology and organization practices*

- *Utilize enterprise documentation and tools to facilitate data sharing*

- *Develop an enterprise privacy and citizen identity framework*

Transform

- *Utilize the prospective data inventory to enable future adoption of emerging technology*

- *Appoint or hire a State Data Officer to drive solutions, collaboration, and data integration*

PUBLIC SAFETY COMMUNICATIONS

We will **transform and expand** the integrated **Public Safety Communications** network

Standardize

- *Enhance and enforce policies, procedures, documentation stores, and best practices for operations*

- *Improve and expand the interdisciplinary training program*

- *Continue utilizing governance bodies for accountability, efficiency, and transparency*

- *Improve job classifications and trainings to reflect the current scope of work and accommodate for the increasing demand*

Modernize

- *Expand and increase enrollment in state-wide digital multi-agency communications system to benefit first responders*

- *Evaluate value add services and drive innovation and interoperability*

- *Complete modernization of legacy systems*

Transform

- *Expand online interfaces for service requests and information for Public Safety Communications subscribers and stakeholders*

- *Evolve use of advisory groups to promote a collaborative environment that informs stakeholders about projects, initiatives, and services*

GEOSPATIAL TECHNOLOGY

We will **leverage and optimize** statewide **Geospatial Technology** and better enabling data integration

Standardize

- *Ensure geospatial data is current, accurate, open, interoperable, and easy to access*

- *Leverage geospatial resources in decision making*

- *Refine job classifications and develop workforce to embrace adoption and application of geospatial technology*

Modernize

- *Support environments that deploy data as a service to citizens*

- *Create an enterprise managed geospatial technology and data library*

Transform

- *Establish and codify the roles and responsibilities of the Geospatial Information Office*

- *Pursue and establish funding channels that support statewide data planning, acquisition, and application development*

WORKFORCE

We will **foster the development** of a dynamic, diverse, and technology-forward **workforce**

Standardize

- *Expand on and advertise a competitive workforce recruitment program*

- *Develop and promote a comprehensive workforce training program*

Modernize

- *Refine job classifications and agency scopes*

- *Empower and educate communities and stakeholders to further digital equity*

- *Collaborate with the NM Department of Workforce Solutions on overlapping goals*

Transform

- *Foster a culture that incentivizes innovation through embracing new technologies*

- *Improve and incentivize inter-agency collaboration*

- *Lead interstate collaboration and information sharing to coordinate and empower the Southwest*

EMERGING TECHNOLOGY AND AI

We will **transcend** current capabilities through utilization of **emerging technology and AI**

Standardize

- *Establish clear and unified policies that govern the utilization of emerging technologies*

- *Develop guidance for implementation of AI to enhance government services and improve the customer experience*

- *Improve education resources statewide for all stakeholders about the implications and proper utilization of new technologies including AI*

Modernize

- *Promote deployment and adoption of emerging technologies and AI*

- *Utilize emerging technologies to optimize current business processes for equity, agility, and security*

Transform

- *Encourage inter-agency collaboration and stakeholder education about the risks and benefits of emerging technology and AI*

- *Create a 'Center of Excellence' to manage the early adoption of new and emerging technology*

NEW MEXICO
IT STRATEGIC PLAN FY25-FY27
DEPARTMENT OF INFORMATION TECHNOLOGY
doit.nm.gov