New Mexico DEPARTMENT OF TRANSPORTATION
MOBILITY FOR EVERYONE

New Mexico Department of Transportation

Digital Delivery Implementation Plan

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1. Executive Summary

The New Mexico Department of Transportation (NMDOT) is launching the Digital Delivery Program (DDP), a strategic initiative to enhance the planning, design, construction, and maintenance of transportation infrastructure. Leveraging advanced technology, standardized workflows, and seamless data integration, the DDP will position NMDOT as a leader in innovative project delivery and asset stewardship.

The DDP leverages NMDOT's expertise in Computer-Aided Design and Drafting (CADD), Geographic Information Systems (GIS), asset management, planning, and construction management to establish a Digital Delivery Data Pipeline. This pipeline provides real-time, accurate information to agency teams, enabling informed decisions and streamlining operations. A centralized Digital Delivery Hub offers intuitive access to critical system data, fostering effective interactions across departments.

Informed by cross-departmental workshops and surveys in early 2025, the DDP directly tackles persistent challenges: data fragmentation, process inconsistencies, and restricted access to reliable information. Through a phased approach, the program delivers early benefits—such as enforceable CADD standards and a user-friendly data portal—while building toward a fully integrated technology ecosystem that drives long-term efficiency and adaptability.

Engagement from NMDOT's Engineering, Transportation Districts, Asset Management, and IT divisions, combined with insights from pilot initiatives like Autodesk Construction Cloud and LiDAR-based asset inventories (3D mapping technology), renders the DDP approach practical and responsive to operational needs. Agile project management, paired with comprehensive training, will drive innovation and promote widespread adoption across the agency.

Ultimately, the DDP enables NMDOT to deliver and maintain high-quality infrastructure that meets public demands for efficiency and accountability. Readers are invited to contribute feedback and support this initiative to optimize New Mexico's transportation systems for performance, resilience, and sustained growth.

2. Vision Statement for NMDOT's Digital Delivery Program

NMDOT envisions a future in which advanced technologies, standardized workflows, and effective data management are seamlessly integrated across all phases of transportation infrastructure projects—from planning, initial concept, public engagement, environmental review, design, project delivery, real-time operations, maintenance activities, and long-term asset stewardship.

By establishing a unified, intuitive, and data-driven digital system, the DDP aims to empower NMDOT to deliver, maintain, and plan for infrastructure projects more efficiently, transparently, and reliably, directly addressing critical challenges identified by workshop participants.

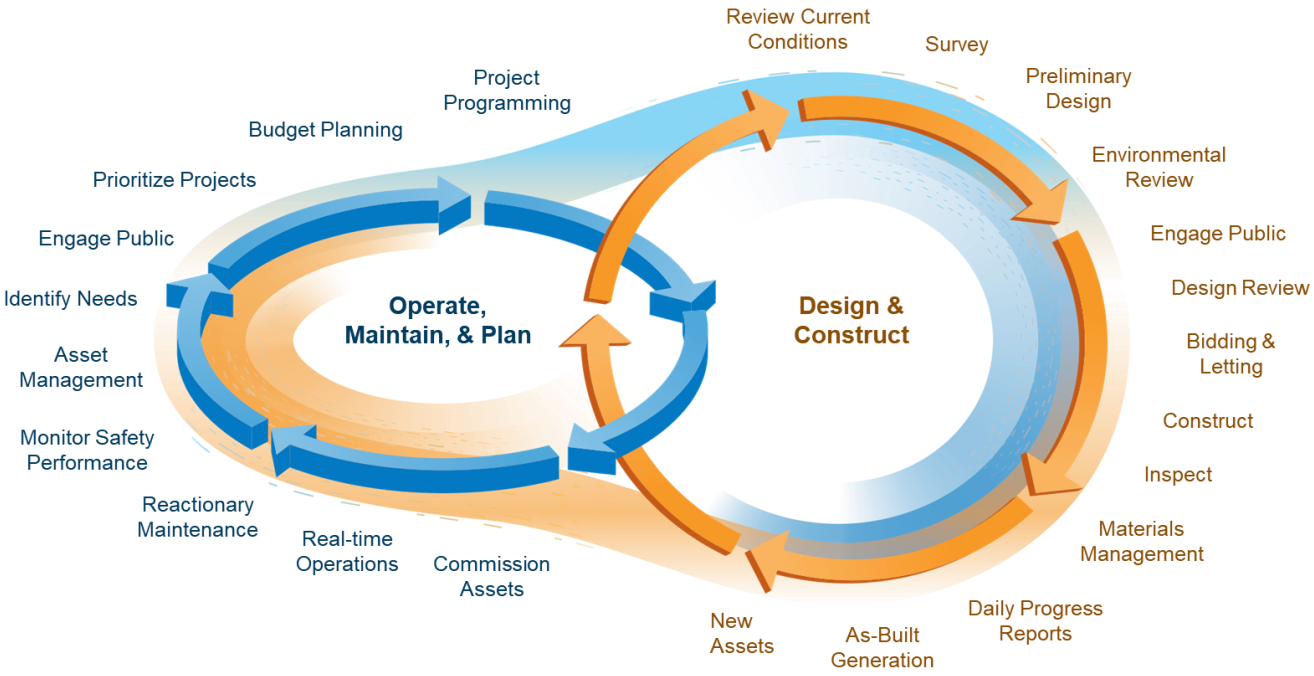


FIGURE 1: CONNECTED WORKFLOWS & DATA

This vision will be realized by methodically developing an interconnected system that relies on people, processes, data, and technology in its approach. Ongoing benefits will be consistently delivered as the DDP is being established, fostering early user adoption and providing growing value to end-users. Over time, this foundation will steadily mature into a sustainable program capable of adapting to evolving user needs, emerging technologies, and industry best practices.

2.1 Short-Term Goals

Standardize and Enforce CADD Processes

Establish, implement, and contractually enforce uniform CADD design standards and practices across the agency to facilitate interoperability between design and GIS systems.

Tangible Benefit: Reduction in design-to-construction errors, streamlined access to accurate project information, and increased efficiency in project handoffs—directly addressing concerns about inconsistency and inefficiency in current design practices.

Conduct a Data Inventory

Perform a comprehensive inventory of existing data assets across NMDOT, documenting key information such as data types, locations, formats, ownership, and current usage. Selected, high-priority datasets identified during this inventory will be made accessible through a Digital Delivery Hub, and the inventory itself will serve as a foundational resource throughout the DDP implementation.

Tangible Benefit: Improvement in data discoverability and ease of access for staff. Clear visibility into available data resources allows users to easily identify existing data, its location, and how to effectively utilize it, significantly improving productivity and decision-making while directly addressing concerns related to fragmented and inaccessible data sources.

Deploy the Infrastructure for a Data Pipeline

Create the foundational infrastructure for an automated and integrated data pipeline to link key business systems (such as CADD, GIS, asset management, and maintenance management). Prioritize the initial integration of high-value datasets, including design files, as-built documentation, and asset inventories.

Tangible Benefit: Improvement in data availability, accuracy, and interoperability; significant reduction in manual data handling; enabling staff to refocus efforts toward higher-value tasks—directly addressing concerns around fragmented and inaccessible data.

Launch the Digital Delivery Hub

Deploy a centralized, user-friendly web portal that offers streamlined and intuitive access to critical project data—such as design documents, available as-built records, ROW maps, utility data, and asset information—with effective search, retrieval, and visualization capabilities.

Tangible Benefit: Dramatic reduction in the time and effort required to locate and utilize essential project data, significantly improving decision-making, transparency, and risk management—addressing frustrations regarding fragmented and inefficient data access.

2.2 Long-Term Goals

Fully Integrate Key Business Systems

Expand and mature the established Digital Delivery Data Pipeline and Digital Delivery Hub to incorporate additional business systems, including permitting, construction inspections, e-ticketing, materials testing, and real-time asset management. Automate core workflows such as CADD-to-GIS conversion, utility coordination, and digital submission of as-built documents.

Tangible Benefit: Creation of a fully integrated digital platform providing seamless, real-time data exchange across all phases of the project lifecycle, significantly reducing delays, errors, and inefficiencies while enhancing overall project outcomes.

Establish a Culture of Continuous Improvement

Institutionalize Agile project management methodologies, including iterative development cycles and regular feedback mechanisms, ensuring the DDP continually adapts to evolving user requirements, technological advancements, and changing priorities.

Tangible Benefit: Consistent and rapid delivery of refined tools and processes that directly respond to individual needs, minimize recurring issues (such as repeated mistakes in change requests), and proactively address emerging operational challenges.

Enhance Cross-Functional Interoperability

Develop, document, and enforce standardized processes and subprocesses—including Project Initiation, Design Reviews, RFIs, Contracting Bids, Construction Inspections, Materials Testing, Utility Coordination, ROW Management, As-Built documentation, and Project Close-out—supported by a data governance framework that defines roles, data ownership, and ongoing data maintenance.

Tangible Benefit: Increased clarity, reduced duplication of effort, and streamlined project delivery, directly addressing concerns regarding inconsistent local practices, unclear responsibilities, and fragmented processes.

Sustain Adoption and Growth

Deliver comprehensive and ongoing training, structured support systems, and proactive change management strategies to deeply embed digital delivery practices into NMDOT's organizational culture. Establish formalized adoption processes and clear governance parameters that empower staff to effectively utilize, maintain, and innovate within the digital environment.

Tangible Benefit: A highly capable and engaged workforce that consistently leverages digital tools and data-driven processes, mitigating staffing capacity challenges, and supporting sustained innovation with internal and external partners.

3. Evaluation of NMDOT's Current Capabilities

The NMDOT has foundational digital capabilities critical to supporting a DDP. Systems such as CADD, GIS, Asset Management, Maintenance Management (MMS), and an Electronic Document Management System (EDMS) represent a solid technological baseline. Additionally, NMDOT demonstrates forward-thinking practices by exploring advanced tools, including Autodesk Construction Cloud for collaborative project design, LiDAR for detailed 3D as-builts, and comprehensive asset inventories.

Despite these notable strengths, NMDOT's digital capabilities remain fragmented, characterized by limited integration, inconsistent workflows, and technical gaps, significantly impacting readiness for a fully integrated Digital Delivery Program.

3.1 Insights from Workshop Feedback

Feedback gathered through participant workshops and surveys (Appendix A) conducted in early 2025 provided valuable insights into NMDOT's existing capabilities, highlighting areas of both alignment and concern regarding the DDP. Contributors consistently identified critical priorities and persistent challenges, summarized under several recurring themes:

Data Access and Accuracy

Participants expressed considerable frustration over difficulties in locating accurate, up-to-date information, particularly regarding as-built documentation, ROW data, and utility records. Current data storage solutions, notably the Electronic Document Management System (EDMS), were described as inadequate due to outdated information, ineffective categorization, and poor

search capabilities. The importance of transparency and clarity regarding data ownership and responsibility was also emphasized.

Process Standardization

Inconsistent workflows across NMDOT's districts emerged as a frequent concern, highlighting the operational inefficiencies resulting from unclear roles, duplicated efforts, and fragmented data management. Participants strongly recommended standardizing key subprocesses—including Design Review, Request for Information (RFI), Contracting Bid, Construction Inspection, and As-Built documentation—within a unified Project Lifecycle Workflow. Improved cross-departmental and external collaboration was repeatedly identified as essential to breaking down organizational silos and enhancing overall efficiency.

Resource Needs and Staff Capacity

Participants consistently noted resource limitations, particularly staffing shortages and high turnover rates, as significant barriers to successful digital transformation. There was broad consensus around the need for targeted training, skills development, and effective change management to support staff and promote sustained adoption of digital tools and practices.

Executive Support and Funding

Workshop participants emphasized the critical importance of sustained executive support, clear governance frameworks, and dedicated funding for long-term success of digital initiatives. Workshop feedback underscored the essential role of leadership engagement in providing clear direction, securing necessary resources, and maintaining momentum for digital delivery efforts.

Technology Integration and Interoperability

Participants frequently identified system fragmentation and a lack of interoperability as persistent challenges, highlighting significant inefficiencies resulting from manual data transfers, repetitive processes, and delayed information sharing. There is a strong desire for a centralized data platform that provides real-time data sharing and streamlined data transformations (e.g., CADD-to-GIS integration), citing existing initiatives like ePermitting, HaulHUB (eTicketing), LiDAR data collection, Map Gallery, and the CAMP data program as candidates for integration.

Overall, feedback strongly reinforced the need for a structured approach toward building a comprehensive, interoperable, and user-friendly digital platform at NMDOT. The insights gained align closely with the identified strengths and weaknesses, further underscoring the necessity of targeted improvements in data management, standardized processes, and integrated technology solutions.

3.2 Data Management Practices

Strengths: NMDOT currently manages substantial volumes of data essential for effective digital delivery. Existing platforms handle diverse information, including geospatial data, infrastructure designs, and detailed asset records. This foundational data management capability aligns closely with the data-driven approach fundamental to successful digital delivery initiatives.

Weaknesses: Despite substantial data holdings, NMDOT's data management is hindered by silos across departments and districts. Critical information is scattered across multiple, disconnected systems, which restricts accessibility and slows information retrieval. While the EDMS is intended as a centralized repository, it suffers from outdated content, ineffective categorization, and poor search capabilities, limiting its usability. Issues with data accuracy and currency—such as outdated pavement

condition data, incomplete or fragmented utility records, and inconsistent as-built documentation—undermine data reliability and hinder the agency's ability to leverage data effectively within the Digital Delivery Program.

3.3 Technology Infrastructure

Strengths: NMDOT has adopted advanced tools such as Autodesk Construction Cloud and LiDAR technology, reflecting a proactive approach toward technological modernization. Utilization of Esri's Roads and Highways module for roadway inventory and reporting meets important federal compliance requirements. Furthermore, NMDOT effectively employs AASHTOWare for essential functions, including Safety, Bridge, and Project Management, demonstrating a foundational technological infrastructure supportive of digital delivery initiatives.

Weaknesses: The absence of a centralized data transformation platform significantly hampers seamless data exchange between key systems, such as CADD, GIS, Asset Management, and Maintenance Management. Current infrastructure challenges—including network latency, inadequate rural connectivity, and fragmented software usage—present critical barriers to operational efficiency, particularly impacting field operations. Multiple uncoordinated technologies further exacerbate compatibility issues, undermining efforts toward establishing an integrated digital environment.

3.4 Process Integration

Strengths: Several essential processes, including utility coordination and asset data collection (such as the CAMP data collection initiative), already exist. Executive-level support for digital initiatives provides a favorable environment to advance further integration and standardization.

Weaknesses: While foundational processes are present, significant operational inefficiencies persist due to inconsistent workflows across NMDOT's districts. Lack of documented and uniformly adopted subprocesses—such as Design Review, Request for Information (RFI), Contracting Bid, As-Built, and Construction Inspection workflows—creates duplicated efforts and fragmented data management. Frequent instances of construction changes that are poorly communicated back to design teams illustrate broader workflow disconnects. Inconsistent and informal approaches to critical processes, such as the Project Development Engineering (PDE) process, further compound inefficiencies, hindering the successful integration required for an effective digital delivery approach.

3.5 Existing Initiatives

Strengths: NMDOT has initiated several promising digital efforts closely aligned with the vision of the Digital Delivery Program:

- **CAMP Data Collection Program**: Structured asset data collection, coupled with established quality assurance processes, provides a model for systematic data integration across other asset categories.
- **PDE Processes**: Existing GIS schema, asset mapping practices, and structured as-built submissions provide foundational elements for standardizing data collection and project tracking. Established practices like consistent assignment of Project Control Numbers (PCNs), Preliminary Field Reviews (PFRs), and inter-departmental coordination illustrate a strong baseline aligning closely with digital delivery objectives.
- **Asset Inventory in Planning:** Successful pilot initiatives, such as converting CADD design files to GIS for compliance with federal Highway Performance Monitoring System (HPMS) reporting

requirements, demonstrate the agency's ability to integrate disparate systems, laying a strong foundation for digital delivery practices.

- **LiDAR and Aerial Photography:** Ongoing utilization of advanced data collection methods like LiDAR and aerial photography for corridor analysis underscores existing strengths in accurate, high-quality data capture, fundamental to enhanced asset management and project planning.
- **eTicketing and ePermitting Systems:** Established digital tools such as HaulHUB for material tracking and the newly launched ePermitting system illustrate existing initiatives that directly align with goals for agency-wide digital integration.

Weaknesses: Although promising initiatives exist, current implementation is typically localized, isolated, or pilot based. Limited scale, inconsistent integration with central data platforms, and fragmented governance practices prevent these initiatives from contributing fully to broader digital delivery objectives. Expanding, standardizing, and integrating these initiatives is necessary to fully leverage their potential within the DDP framework.

4. The Digital Delivery Data Pipeline

The Digital Delivery Data Pipeline is a structured, automated framework designed to systematically access, integrate, and utilize data throughout the lifecycle of transportation projects and assets. It serves as the foundation of the DDP, providing NMDOT staff with reliable, timely, and standardized access to authoritative information.

The Data Pipeline is intentionally built incrementally, driven by defined user needs and continuous involvement from user representatives. Users identify operational challenges and desired capabilities, which are then translated into targeted digital applications or application suites designed to support specific staff workflows. Applications are prioritized according to their immediate value and impact. This approach allows the data pipeline to grow in a measured fashion, continuously providing noticeable benefits to users, thereby mitigating risks commonly associated with large-scale technology initiatives.

The pipeline follows a structured Extract, Transform, and Load (ETL) process:

- **Extract:** Data is securely collected from established NMDOT Business Systems (Sources of Record).
- **Transform:** Data undergoes standardization, validation, formatting, and optimization to align with defined user requirements.
- **Load:** Transformed data is loaded into a central Geospatial Data Warehouse, providing a single authoritative source accessible to users and applications.

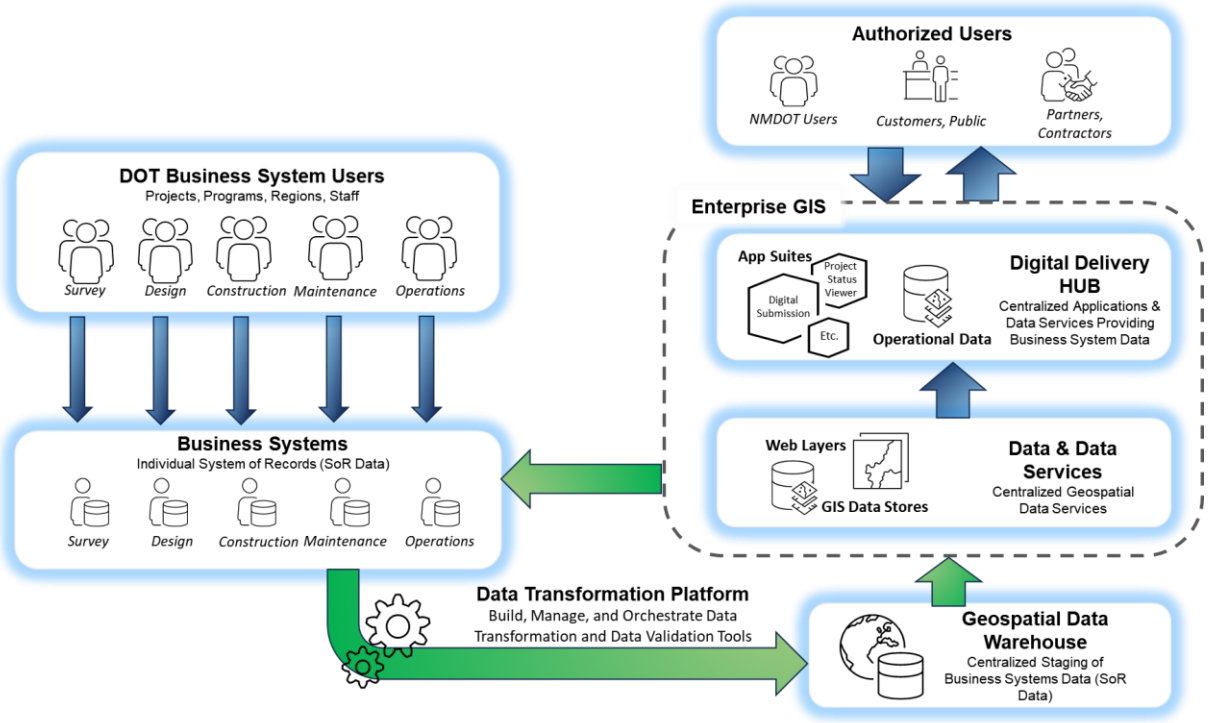


FIGURE 2: THE DIGITAL DELIVERY DATA PIPELINE

4.1 Major Components of the Data Pipeline

Existing NMDOT Business Systems (Sources of Record): These are authoritative data repositories and systems already established and operational within NMDOT. Examples include:

- Computer-Aided Design and Drafting systems
- Geographic Information Systems
- Asset Management Platforms (e.g., CAMP data, Trimble AgileAssets)
- Maintenance Management Systems (MMS)
- Materials Testing Databases
- Construction Management Tools (e.g., AASHTOWare, eTicketing via HaulHUB)
- Permitting Systems (ePermitting)
- Survey and LiDAR Datasets

Centralized Data Transformation Platform: This component is the technical infrastructure responsible for automating the ETL process:

- Extracting data from the existing NMDOT Business Systems.
- Transforming the data, promoting standardization, accuracy, interoperability, and alignment with user-defined needs and priorities.

- Loading the transformed data into the centralized geospatial data warehouse, supporting data quality and consistency.

Geospatial Data Warehouse: The Geospatial Data Warehouse acts as the central repository for storing transformed data extracted from NMDOT's authoritative business systems. Key characteristics include:

- Consolidation of authoritative data into a single, structured, secure location.
- Effective management of data versioning, categorization, and indexing.
- Maintenance of comprehensive metadata to support data discovery and reuse.

Data and Data Services: These components provide mechanisms for exposing the structured data housed within the geospatial data warehouse:

- Data services enable secure and efficient delivery of data to downstream applications through standardized protocols and APIs.
- Data availability is tailored to user roles for consistent, secure, and relevant access to data.

Applications and Application Suites: These user-centric tools directly consume data provided by data services, presenting targeted, relevant, and practical information designed explicitly to support end-users' daily tasks. Applications are developed based on explicit user requirements, delivering immediate, measurable benefits. Examples include:

- Materials Testing Applications
- Construction Inspection Tools
- Project Delivery Applications
- Asset Management Dashboards

Digital Delivery Hub: The Digital Delivery Hub serves as the single, user-friendly, web-based portal for authorized users to access the suite of applications and data made available through the data pipeline. Key benefits include:

- Centralized access point for intuitive data discovery, retrieval, and visualization.
- Consolidation of digital delivery resources, reducing complexity and promoting user adoption.
- Role-based interfaces that enhance usability and provide efficient access to critical information.

4.2 Benefits of the Approach

Immediate Value and User Adoption: Deploying tools early and often provides immediate, visible benefits, fostering greater user adoption and enthusiasm for digital initiatives.

Risk Mitigation: User-driven development significantly reduces the risks commonly associated with large-scale data and technology projects—specifically, the risk of developing and deploying costly capabilities that deliver limited value to end users.

Scalable and Sustainable Growth: Defined priorities and user involvement allow the pipeline to expand sustainably, effectively responding to evolving user needs to provide long-term relevancy and impact.

Enhanced Data Relevance and Quality: User-defined priorities keep pipeline content highly relevant, accurate, and directly aligned with actual operational needs, reducing inefficiencies and increasing reliability.

5. Implementation Approach

The implementation of the Digital Delivery Program at the New Mexico Department of Transportation is structured into four phases.

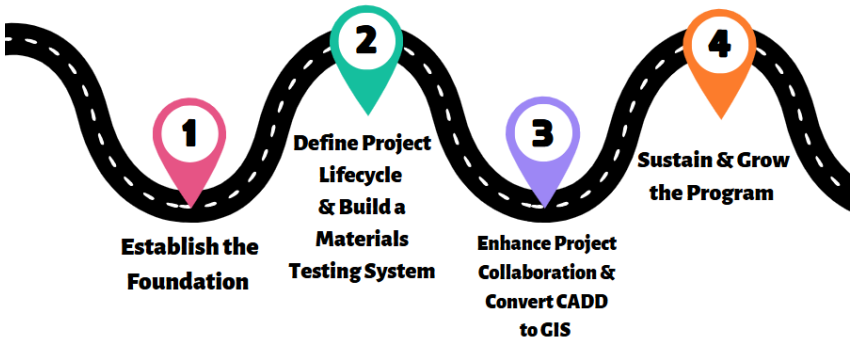


FIGURE 3: DDP IMPLEMENTATION ROADMAP

Each phase progressively establishes critical components across three interconnected domains: Organizational and Adoption Approaches (People), Consistent Agency-Wide Workflows (Process), and the Digital Delivery Platform (Technology).

Organizational and Adoption Approaches (People): Define roles and governance structures, proactive training, and consistent change management strategies, encouraging staff to embrace and effectively utilize digital tools.

Agency-Wide and Consistent Workflows (Process): Define, standardize, and document processes and subprocesses across NMDOT, supporting uniformity, efficiency, and clear coordination across project lifecycle stages.

Digital Delivery Platform (Technology): Build a structured, user-driven pipeline that systematically integrates data from authoritative business systems, transforms it based on user-defined needs, and delivers practical, user-centric applications early and often.

Each phase includes Core Program Actions, focused on building foundational structures, workflows, and technological capabilities. User-Centric Actions deliver practical benefits directly to end-users. This phased approach enables continuous delivery of meaningful value, driving adoption and incremental improvements based on ongoing user feedback and operational priorities.

5.1 Phase One: Establish the Foundation

This initial phase establishes the essential DDP infrastructure required to support subsequent capabilities and provides early, meaningful tools to end users.

Core Program Actions

- **Build CADD Design Data Transformation Tools:** Deploy software that efficiently converts CADD data into GIS-compatible formats to facilitate data integration across platforms.
- **Build and Maintain a Geospatial Data Warehouse:** Establish a centralized repository that securely stores and organizes authoritative, transformed data critical to project workflows and analysis.
- **Link Bid Items to Elements in CADD Design Files:** Systematically link bid items (e.g., costs, quantities, specifications) to associated elements within CADD files to provide asset details and characteristics to personnel across the project lifecycle.
- **Define and Contractually Enforce CADD Design Standards:** Formulate, document, and enforce standardized CADD design standards contractually, promoting consistency and interoperability across all projects.
- **Standardize Storage & Retrieval Method for CADD Design Files:** Establish uniform, procedures for managing CADD file storage and retrieval, significantly improving data accessibility and integrity.
- **Deploy Data Transformation Platform:** Implement technology infrastructure enabling automated extraction, transformation, and loading (ETL) of authoritative data from existing NMDOT business systems.
- **Perform an Agency-Wide Data Inventory:** Conduct a thorough inventory to identify, document, and categorize all relevant NMDOT data sources, types, formats, and data stewards for prioritized DDP datasets.
- **Deploy a Workflow Orchestration Platform:** Establish technology to automate, streamline, and improve transparency and efficiency of core project workflows.
- **Develop & Deploy a Technology Architecture:** Create a flexible technical architecture that defines standards, platforms, interoperability requirements, and scalability guidelines.

User-Centric Actions

- **Deploy Digital Delivery Program Hub:** Launch an intuitive, centralized user portal enabling immediate access to selected project data sets, laying the groundwork for wider user adoption and engagement.
- **Build CADD Design Standard Self-Assessment Tool:** Provide end users with a self-service tool to quickly assess and verify compliance with established CADD standards, improving design accuracy and quality.

5.2 Phase Two: Define Project Lifecycle & Build a Materials Testing System

This phase defines comprehensive workflows, formalizes processes, and delivers user-centric tools designed to meet select operational needs.

Core Program Actions

- **Define the Project Lifecycle Workflow Process:** Document the end-to-end workflow for the project lifecycle across planning, design, construction, maintenance, and operations. Identify critical subprocesses (e.g., Design Review, RFI, Contracting Bid, Construction Inspection, As-Built processes) for additional automation in later phases.

  - Define roles, responsibilities, activities, and decision points within each phase of the project lifecycle.
  - Establish a consistent structure for gradually integrating subprocesses, data sources, and technology tools into the overarching workflow.
- **Define the Materials Testing Process:** Document procedures and roles for accurate and consistent management of materials testing, compliance, and quality assurance practices.
- **Automate CADD-to-GIS Conversion:** Utilize capabilities deployed in Phase 1 to develop automated methods to systematically transform CADD design files into GIS formats, increasing accuracy and interoperability.
- **Build Methods to Add Relevant Data to Data Warehouse:** Utilize capabilities deployed in Phase 1 to create efficient and reliable methods for integrating new and updated datasets into the centralized geospatial data warehouse.

User-Centric Actions

- **Deploy a Project Lifecycle Collaboration System:** Launch an interactive system that provides end-users tools for enhanced real-time communication, streamlined coordination, and improved workflow visibility across the project lifecycle.
- **Deploy a Materials Testing Suite of Apps:** Provide practical applications enabling real-time entry, tracking, management, and reporting of materials testing data, significantly improving operational effectiveness in this area.
- **Expose Content in the Digital Delivery Hub:** Continuously expand available data and functionalities within the Digital Delivery Hub, enhancing data transparency, access, and user engagement.

5.3 Phase Three: Enhance Project Collaboration & Convert CADD to GIS

This phase expands and enhances existing capabilities, prioritizing additional subprocesses identified by users and refining existing digital workflows.

Core Program Actions

- **Select Next Priority Project Sub-Process:** Identify and prioritize additional subprocesses for integration and digital enhancement based on user feedback. These subprocesses may include the following:
  - Project Initiation and Scoping
  - Design Review Workflow
  - Request for Information (RFI) Workflow
  - Contracting Bid Workflow
  - Construction Inspection Workflow
  - Materials Testing Workflow
  - Utility Coordination Workflow
  - Right-of-Way (ROW) Management Workflow
  - As-Built Documentation Workflow

  - Project Close-out Workflow
- **Automate Enhanced CADD-to-GIS Conversion:** Further refine and expand automation processes. Increase efficiency, accuracy, and interoperability between CADD and GIS datasets.
- **Expand Data Warehouse Integration Methods:** Continuously improve and refine data integration methods for efficient and accurate updates to the centralized data warehouse.

User-Centric Actions

- **Incorporate Sub-Process into the Project Lifecycle Collaboration System:** Operationalize prioritized subprocesses within the system, providing clear task tracking and enhanced visibility.
- **Expand Digital Delivery Hub Content and Functionality:** Regularly introduce new content, tools, and visualization features to the Digital Delivery Hub, directly addressing evolving user requirements and workflow improvements.

5.4 Phase Four: Sustain & Grow the Program

The final phase institutionalizes structures and practices for sustained growth, adaptability, and continued success of the DDP.

Core Program Actions

- **Develop Resource Plan to Maintain & Expand DDP:** Identify required resources, staffing roles, funding strategies, and technology investments essential for sustainable program growth and expansion.
- **Establish Comprehensive DDP Data Governance Processes:** Define clear governance roles, data stewardship responsibilities, standards, policies, and procedures for ongoing data quality, security, and compliance.
- **Institutionalize Agile Project Management Practices:** Embed agile methodologies within DDP operations, promoting flexibility, iterative development, and ongoing improvement.
- **Establish Structured DDP Project Vetting Process:** Implement formal evaluation and prioritization mechanisms to continually assess and integrate new subprocesses, technologies, and enhancements into the DDP.
- **Formalize the DDP Adoption Process:** Institutionalize comprehensive onboarding, training, change management, and user-support processes to sustain user adoption and organizational integration of digital practices.

User-Centric Actions

- **Integrate Additional Subprocesses into the Collaboration System:** Consistently deploy prioritized subprocesses, enhancing operational efficiency, reducing duplication of effort, and facilitating inter-departmental communications.
- **Continually Enhance Digital Delivery Hub Capabilities:** Regularly expand and refine Digital Delivery Hub content, features, and user experiences, directly informed by user feedback and evolving operational requirements.

6. Organizational Structure and Governance

The DDP at the NMDOT relies on a well-defined organizational structure and governance framework. This section outlines the roles and responsibilities of the DDP Executive Panel, DDP Management Group, and DDP Execution Team, as well as the governance processes that guide decision-making, accountability, and program oversight. Together, these components provide strategic direction, operational execution, and hands-on implementation.

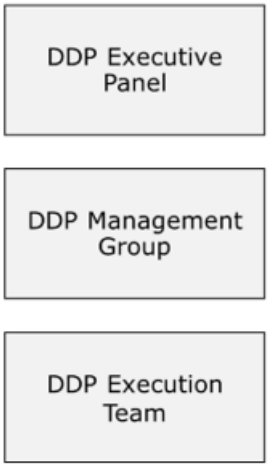


FIGURE 4: HIGH LEVEL DDP ORGANIZATION

6.1 Establish the DDP Executive Panel

The DDP Executive Panel serves as the strategic backbone of the Digital Delivery Program. Comprising senior leaders from key NMDOT divisions, this group is tasked with setting the program's long-term direction to align with the agency's overarching goals. Its key roles and responsibilities include:

- **Defining the Program's Vision:** Establishing a clear roadmap for digital transformation that enhances NMDOT's operational efficiency and service delivery.
- **Securing Funding and Resources:** Advocating for and obtaining the necessary budget and resources to support the program's initiatives.
- **Providing Oversight:** Regularly review progress and resolve high-level challenges to support the DDP team in delivering value to NMDOT and its partners.
- **Aligning with Strategic Goals:** Maintain consistency between the DDP's objectives and NMDOT's broader mission and priorities.

The Executive Panel meets at least quarterly to assess program status, make strategic decisions, and provide high-level guidance to keep the DDP on track toward achieving its intended outcomes.

6.2 Form the DDP Management Group

The DDP Management Group bridges the gap between strategy and action by translating the Executive Panel's vision into executable plans. This group oversees the operational aspects of the program, guiding initiatives to successful implementation. Its primary responsibilities include:

- **Planning and Coordination:** Developing detailed implementation plans and coordinating efforts across departments, teams, and external partners.
- **Resource Management:** Allocating and managing resources to keep the program on track and within budget.
- **Risk and Performance Management:** Identifying and mitigating risks while tracking performance indicators to maintain alignment with strategic goals.
- **Reporting:** Providing regular updates to the Executive Panel on program achievements, challenges, and needs.

Meeting at least bi-weekly, the Management Group maintains close oversight of the program's execution to verify strategic directives are implemented efficiently and effectively.

6.3 Staff the DDP Execution Team

The DDP Execution Team is the operational core of the program, responsible for the hands-on implementation of its initiatives. This team focuses on integrating people, processes, and technology to meet DDP objectives. Its key tasks include:

- **Technology Deployment:** Implementing tools such as digital platforms, automated workflows, and data management systems.
- **Process Improvement:** Standardizing and updating workflows to enhance consistency and efficiency across NMDOT operations.
- **Staff Training and Support:** Equipping employees with the skills and knowledge needed to adopt new tools and processes through training and ongoing assistance.
- **Agency Involvement:** Engaging subject-matter-experts (SMEs) and end-users to refine solutions to validate they meet practical needs.

Operating daily, the Execution Team works closely with the Management Group to align their efforts with the program's strategic objectives, driving measurable improvements throughout the agency.

The recommended organization structure for the Digital Design Execution Team is illustrated below. Note that not all positions are needed on a full-time basis. Some may be in their role on a part time basis. In other cases, it may be acceptable to deploy individuals/consultants on an as-needed or just-in-time basis. Descriptions for each position on the execution team can be found in Appendix B.

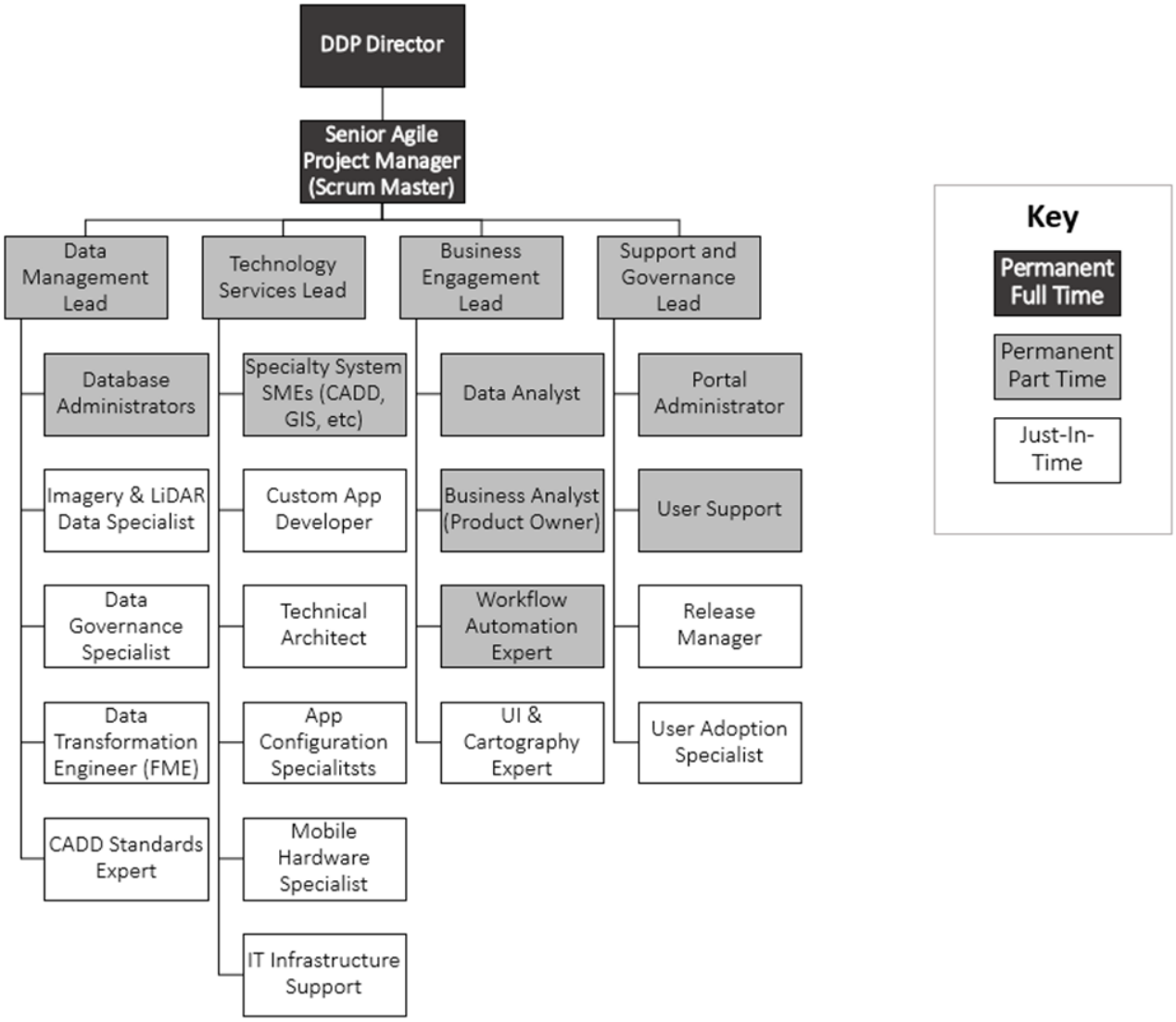


FIGURE 5: DDP EXECUTION TEAM

7. People and Change Management

The success of the DDP at NMDOT relies not only on advanced technology and streamlined processes but also significantly on the people who will adopt, champion, and sustain these new systems.

While numerous workshop participants have already expressed enthusiasm and readiness to actively support the development of the DDP, deliberate change management strategies are essential to engage, prepare, and empower staff across the agency.

7.1 Develop a Communication Plan

A strategic communication plan is essential to help all stakeholders understand the purpose, benefits, and ongoing progress of the DDP. The plan will:

- **Launch Awareness Campaigns:** Conduct town halls, distribute newsletters, and utilize intranet platforms to introduce the DDP, communicate its value, and explain its positive impacts on daily workflows and project outcomes.
- **Tailor Role-Specific Messaging:** Customize communications for various user groups, including engineers, field personnel, and executives, emphasizing how the DDP specifically benefits each group's responsibilities.
- **Provide Updates:** Deliver consistent progress reports, share success stories, and highlight upcoming milestones through email communications, interactive dashboards, and regular staff meetings to maintain visibility and engagement. In addition to providing access to data and application, the Digital Delivery Hub will also serve as a mechanism for the dissemination of DDP communications.
- **Facilitate Two-Way Communication:** Establish channels such as surveys, feedback forms, and regular Q&A sessions to encourage diverse input, foster transparency, and actively address any concerns or resistance.

These strategies will foster a collective understanding of the DDP objectives, build widespread support, and promote a sense of shared ownership among NMDOT employees.

7.2 Formulate Training and Development Strategies

To prepare NMDOT's workforce to effectively utilize new digital tools, a comprehensive training and development approach will be established:

- **Offer Varied Training Formats:** Deliver a mix of in-person workshops, online training modules, and hands-on job training tailored to different learning preferences, schedules, and skill levels.
- **Develop Customized, Role-Based Training:** Create targeted training pathways specific to roles (e.g., designers, project managers, field inspectors) with content that is relevant and applicable to daily tasks.
- **Provide Continuous Support:** Implement ongoing learning opportunities through refresher courses, helpdesk resources, and digital toolkits to reinforce skills, resolve evolving challenges, and maintain proficiency.

These approaches will provide all staff with the necessary competencies to confidently engage with and benefit from the DDP.

7.3 Cultivate Adoption

Successful adoption of new digital technologies is fundamental to the DDP's effectiveness. The following strategies will facilitate smooth transitions and rapid adoption:

- **Conduct Pilot Programs:** Test new applications in selected departments or project teams to validate functionality, gather direct user feedback, and refine implementation strategies before wider rollout.
- **Employ Phased Implementation:** Introduce digital tools, starting with highly impactful yet straightforward applications that demonstrate quick wins, thereby building staff confidence and validating program benefits early on.

- **Incentivize and Recognize Early Adopters:** Actively recognize and reward teams and individuals who quickly adopt new tools, thereby encouraging a culture of innovation and positive peer influence.
- **Provide Accessible Resources:** Offer user-friendly resources such as quick-start guides, instructional videos, and FAQ documents to facilitate self-directed learning and troubleshooting.

These strategies aim to minimize operational disruption, build early momentum, and integrate digital tools seamlessly into daily routines.

7.4 Address Resistance

Understanding and proactively managing resistance is crucial for the DDP's long-term success. Effective strategies include:

- **Identify and Address Root Causes:** Utilize surveys, interviews, and focus groups to uncover specific reasons for resistance, such as fear of change, skill gaps, or perceived additional workload.
- **Provide Personalized Support:** Offer targeted coaching, supplementary training sessions, or workload adjustments tailored to individual or team concerns, building confidence and competence.
- **Celebrate Successes:** Highlight and publicize successful adoption stories, showcasing individual benefits to reinforce positive outcomes and encourage continued adoption.

By confronting resistance constructively and fostering a culture of ongoing improvement, NMDOT will create an environment where digital transformation becomes a shared and valued journey toward operational excellence.

The structured people and change management strategies outlined here will position NMDOT's workforce not only to adapt effectively to the Digital Delivery Program but to enthusiastically champion its continued growth and success. By emphasizing proactive communication, tailored training, strategic adoption practices, and a supportive organizational culture, the DDP will achieve meaningful and lasting transformation across NMDOT.

8. Policies and Standards

Clear policies and consistent standards are essential components of the DDP at the NMDOT. They provide the structural framework needed for effective interoperability, reliable data management, and consistent operational practices. This section details the establishment and enforcement of CADD standards, comprehensive data governance policies, and contractual requirements to maintain alignment among external partners.

8.1 Develop CADD Standards

Establishing CADD standards is foundational for achieving interoperability across NMDOT's digital platforms. These standards will:

- **Establish Uniformity:** Create standardized file formats, naming conventions, and design symbology for consistency across multiple software platforms and project phases.

- **Facilitate Automated Data Integration:** Enable efficient and automated extraction, transformation, and loading (ETL) processes between CADD and GIS, reducing manual intervention and minimizing errors.
- **Support Compliance Evaluation:** Deploy automated compliance evaluation tools to continuously monitor adherence to established CADD standards, enabling real-time feedback and corrective action.
- **Regularly Update Standards:** Implement a structured review process to routinely assess, refine, and update standards to reflect evolving industry practices, technology advancements, and organizational needs.

By defining and rigorously enforcing CADD standards, NMDOT will significantly enhance system interoperability and data reliability throughout the lifecycle of transportation projects.

8.2 Expand Data Governance Policies

While this document emphasizes data management—processes and tools to integrate, store, and share information through the Digital Delivery Data Pipeline—establishing robust data governance policies is equally important. Data governance defines the rules, roles, and responsibilities to maintain accurate, consistent, secure, and appropriately used information across NMDOT.

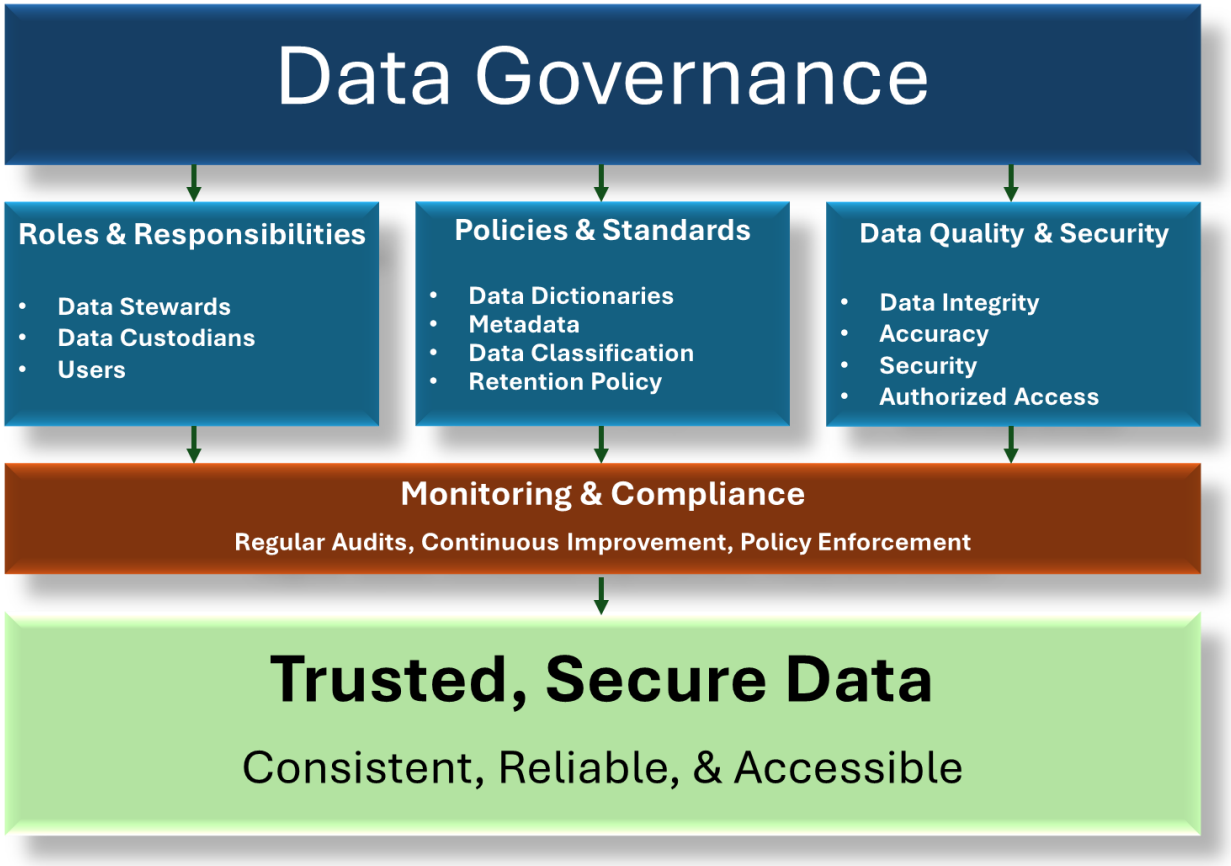


FIGURE 6: DATA GOVERNANCE FRAMEWORK

Comprehensive data governance policies for DDP datasets will address key areas:

- **Roles and Responsibilities:** Identify roles such as data stewards (responsible for the quality of the data), custodians (responsible for technical management of the data), and data users, with clear accountability for quality, validation, maintenance, and accessibility.
- **Standards and Policies:** Develop standards for data dictionaries, metadata, and retention to provide trusted dataset descriptions, classifications, and relevance.
- **Quality and Security Protocols:** Establish guidelines to ensure data integrity, verify accuracy, protect sensitive information, control access, and meet security standards.
- **Monitoring and Compliance:** Perform regular audits and enforce policies to maintain governance standards.

To implement these policies, NMDOT can adopt guidance from resources like Esri's Path to Geospatial Excellence. The agency may also consider investing in specialized governance tools, such as Collibra Governance or Informatica Axon, which support policy management, role tracking, and compliance monitoring.

8.3 Enforce Standards Contractually

To facilitate adherence by external partners and vendors to NMDOT's standards, contractual mechanisms will communicate and enforce data governance requirements:

- **Include Clear Requirements in Contracts:** Integrate explicit standards for digital data formats, data quality, metadata provision, and adherence to standards into contractual agreements.
- **Establish Compliance Validation Processes:** Utilize automated tools and standardized review processes to systematically verify vendor adherence to data and design standards before acceptance and integration.
- **Flexible Adaptation to Evolving Standards:** Incorporate provisions into contracts allowing updates to standards as technology and processes evolve for continuous alignment with the DDP's goals.

These contractual measures will align external consultants and vendors closely with NMDOT's digital vision, delivering uniform application of standards and seamless integration of externally provided deliverables.

9. Agile Project Management

Project management using Agile methodology supports a flexible, iterative approach to project development, characterized by adaptive planning and teamwork. Adopting Agile practices positions NMDOT to rapidly respond to changing requirements and effectively incorporate evolving user needs, technological advancements, and shifting priorities into the DDP.

The Agile process begins with a User Story, a concise, high-level description of a requirement or capability, providing just enough information for the Execution Team to reasonably estimate the effort needed for implementation. The Execution Team then develops each User Story through regular, repeatable work cycles known as sprints or iterations, typically recommended as two-week durations. Each sprint concludes with project deliverables, enabling project teams to frequently evaluate progress and provide immediate feedback.

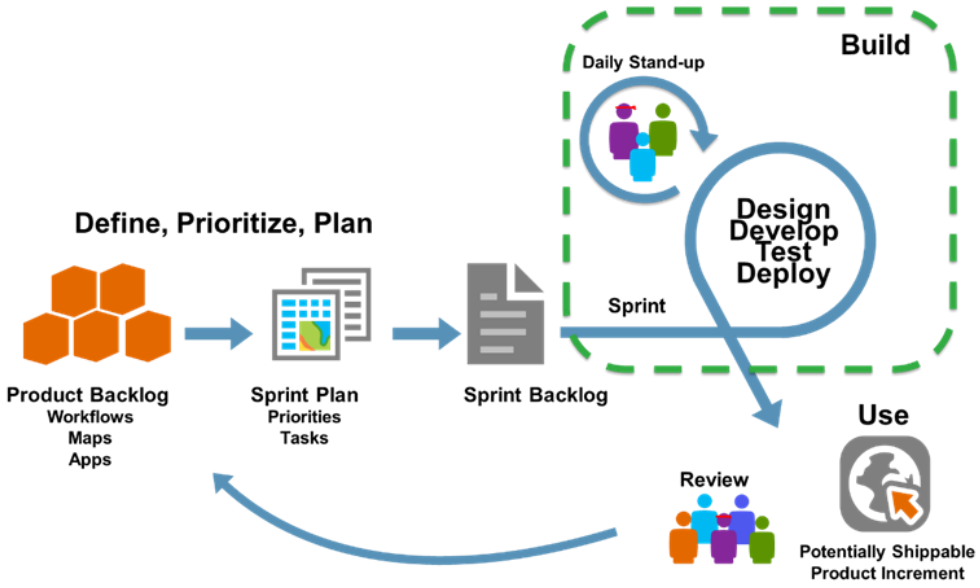


FIGURE 7: AGILE DEVELOPMENT PROCESS

Implementing a comprehensive and complex initiative such as the DDP involves diverse teams, sophisticated processes, and an ever-evolving technological landscape. Agile project management is particularly well-suited to large, enterprise-wide efforts like the DDP, because it inherently promotes the following principles:

Adaptability to Evolving Needs: The DDP must accommodate shifting user requirements, technological changes, and organizational priorities. Agile methodologies embrace this evolution, allowing NMDOT to respond swiftly to emerging trends, incorporate user feedback, and adapt seamlessly to changing circumstances.

Cross-Team Partnerships: Effective engagement among multidisciplinary teams—including planning, engineering, construction, asset management, IT, and end-users—is central to Agile. By regularly involving these individuals throughout the sprint cycles, Agile fosters a shared understanding of project goals, enhances collective decision-making, and accelerates resolution of challenges.

Delivery of Wins Early and Often: Agile emphasizes frequent delivery of functional components, enabling agency personnel to experience meaningful benefits early in the process. Instead of waiting for the entire program's completion, users continuously gain value and visibility from iterative deliverables, helping to sustain momentum and enthusiasm.

Mitigation of Risk: The complexity inherent in the DDP carries potential risks. Agile's iterative approach provides regular checkpoints, enabling early identification and proactive mitigation of risks. By addressing issues quickly, the likelihood of significant setbacks is minimized, and overall program stability is improved.

Continuous Improvement: Agile fosters an organizational culture committed to ongoing improvement and learning. For a digital program such as the DDP, where technology, user expectations, and methodologies evolve rapidly, Agile continually integrates lessons learned, incorporates industry best practices, and remains responsive to user needs.

By fully embracing these Agile practices, NMDOT positions the Digital Delivery Program for long-term success, adaptability, and continuous delivery of value to users across the organization.

10. Engaging Esri to Implement the Digital Delivery Program

This implementation plan serves as a comprehensive guide to establishing the Digital Delivery Program at the New Mexico Department of Transportation. NMDOT is encouraged to leverage this plan independently or with experienced implementation partners as needed.

Esri is highly interested in partnering with NMDOT to support the implementation of the DDP. With its extensive technical expertise, Esri is well-equipped to deploy key components outlined in this plan—including the Digital Delivery Data Pipeline, Agile Project Management methodologies, tailored adoption and change-management approaches, effective data governance frameworks, and comprehensive training programs.

We propose collaborating closely with NMDOT to develop clearly defined scopes of work and levels of effort for each of the four implementation phases. Throughout the program, Esri will draw from its deep pool of internal technical experts to provide high-quality deployment and consulting services. Additionally, we will actively engage its extensive partner network to incorporate specialized capacity and subject matter expertise into the implementation process as needed. For example, specific partners may be engaged to provide expertise in CADD-centric workflows, technologies, and CADD integration tasks that are essential to DDP success.

At each phase of the implementation, Esri commits to delivering practical results to NMDOT personnel, partners, and the public. The goal is to assist NMDOT in establishing a sustainable Digital Delivery Program that can be effectively maintained, expanded, and managed independently by NMDOT in the future.

11. Conclusion and Summary

The DDP Implementation Plan outlines a comprehensive approach to transform the New Mexico Department of Transportation's (NMDOT) management and delivery of transportation infrastructure projects. Through implementation across four structured phases, NMDOT will establish a robust digital ecosystem characterized by standardized workflows, advanced data management, and seamlessly integrated technology solutions.

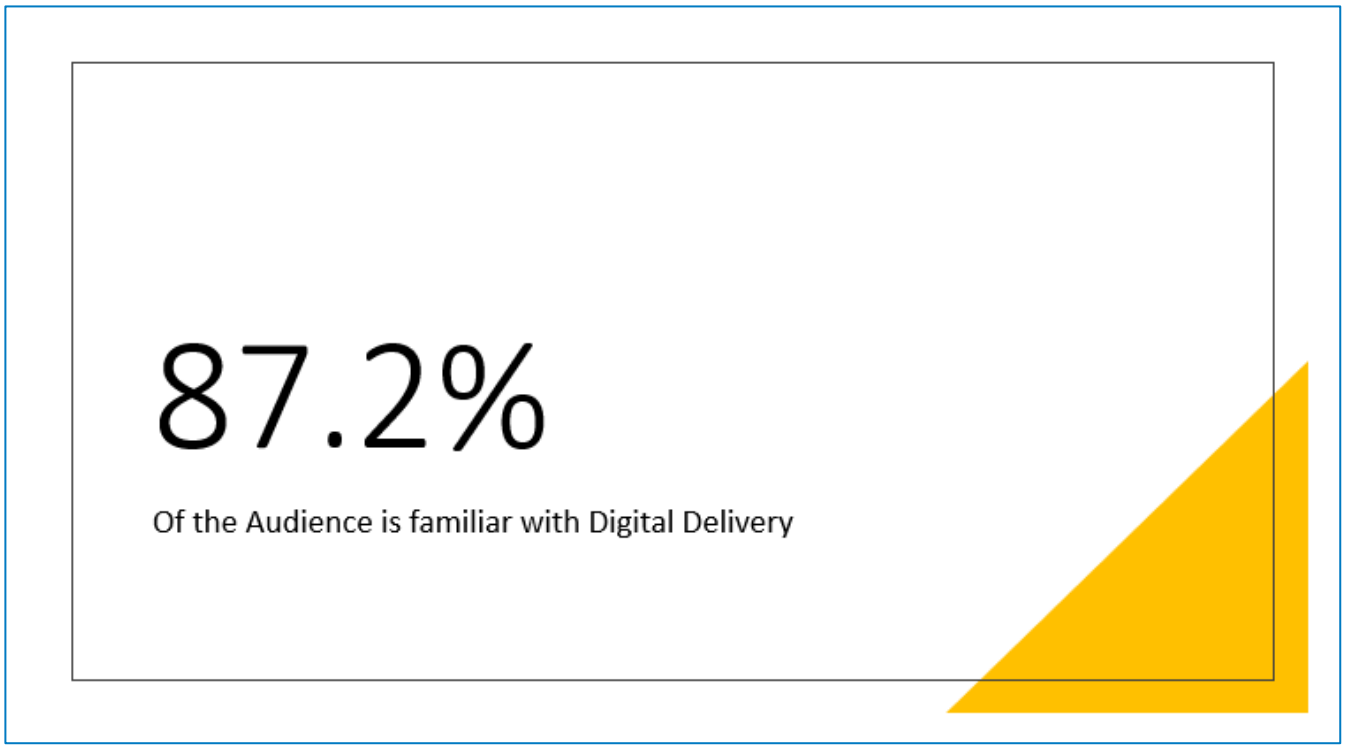
This plan emphasizes addressing critical challenges, including inconsistent processes, data silos, limited interoperability, and inadequate access to accurate and timely information. By leveraging existing NMDOT systems and initiatives—such as CADD, GIS, asset management platforms, and ongoing pilot projects—the DDP will deliver immediate benefits while progressively maturing organizational, process, and technological capabilities.

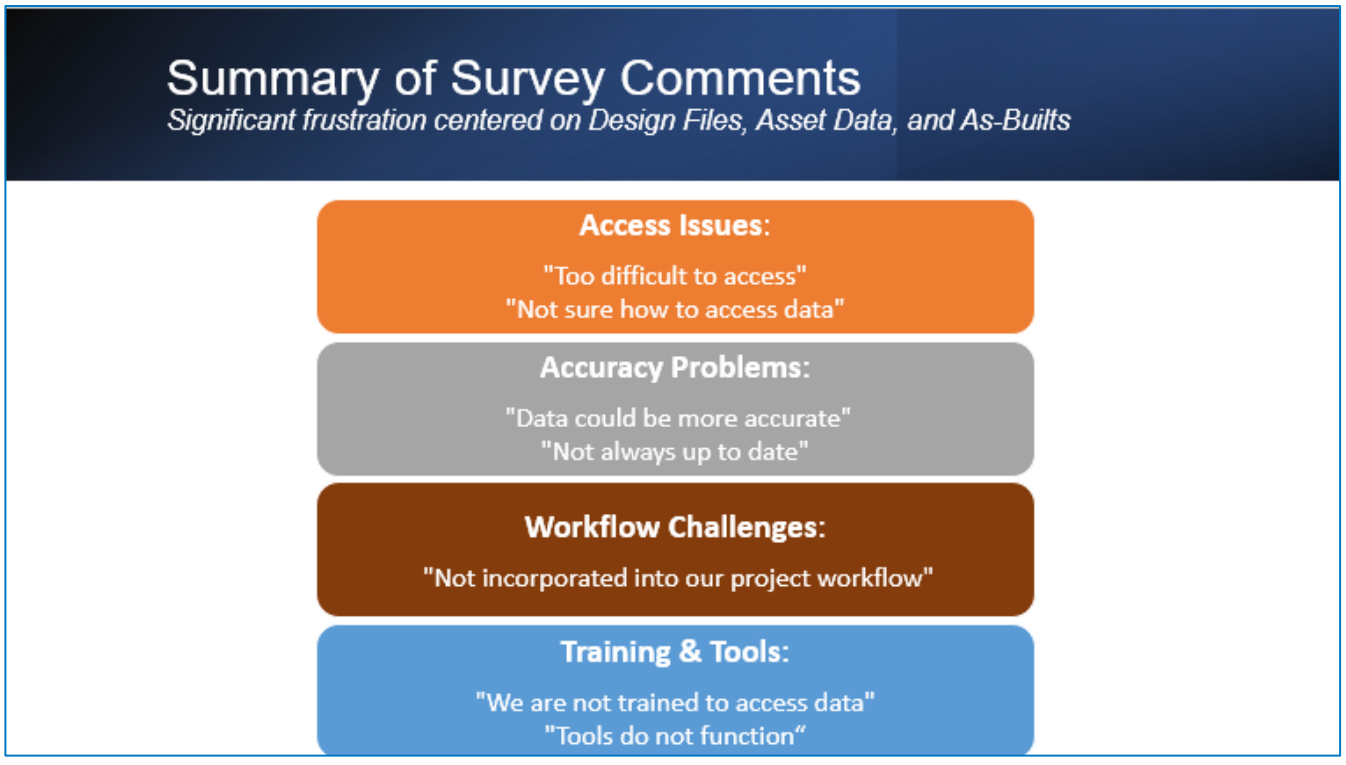
Key outcomes of this implementation include a centralized Digital Delivery Hub, an authoritative Geospatial Data Warehouse, standardized subprocesses within the overarching Project Lifecycle Workflow, and a well-established Agile Project Management framework. A strong focus on data governance, training, and change management will sustain adoption and future growth.

Esri stands ready to assist NMDOT throughout this transformative journey.

12. Appendix A: Pre-Workshop Survey Results

Results of the survey taken pre-workshop. 52 people responded





More Problematic

Less Problematic

Dataset	Usage	Overall Value of the Data		
		Ease of Access	Data Usability	Currency/ Accuracy
Design Files	High	Low	Medium	Low
Asset Data	High	Low	Low	Low
As-Builts	High	Medium	Medium	Low
Planned/Ongoing Projects	High	Low	Medium	Medium
Utility Data	Medium	Medium	Medium	Medium
ROW Data	Medium	Medium	Medium	Medium
Crash Data	Medium	Medium	Medium	Medium
Rail Data	Low	Medium	Medium	Medium
Environmental Data	Low	Medium	Medium	Medium
Bid Items	Low	Medium	Medium	Medium
Asset Maintenance History	Low	Medium	Medium	Medium

13. Appendix B: DDP Execution Team Position Descriptions

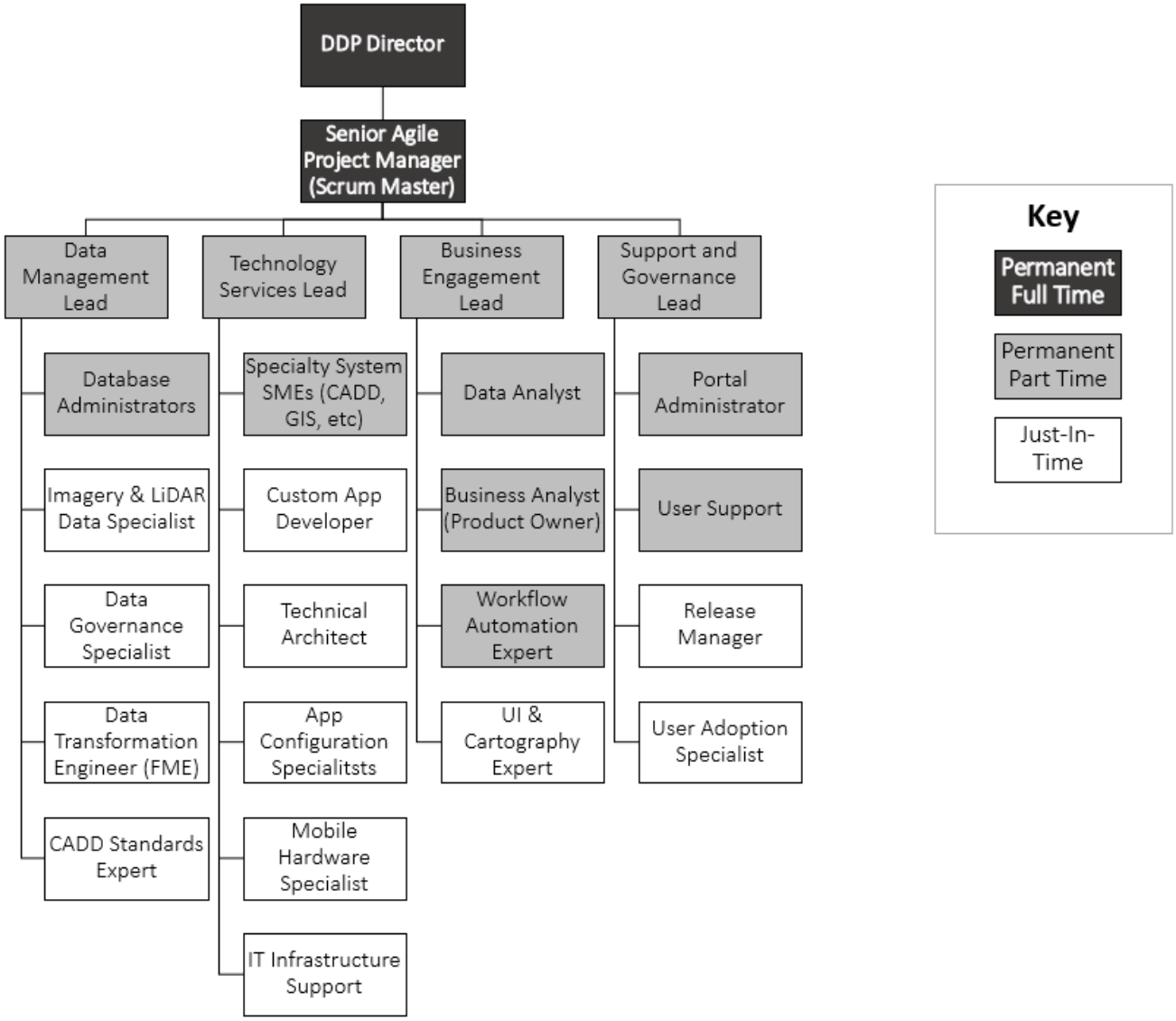


FIGURE 8: DDP EXECUTION TEAM

Execution Team Position Descriptions

DDP Director *(Permanent Full Time)*

The DDP Director will oversee the larger DDP Management Group and the Execution Team. This person should be identified and immediately placed in the role. The DDP Director is the lynchpin for the entire Digital Delivery initiative. The DDP Director will:

- Serve as the communication conduit up to, and down from the DDP Executive Panel
- Provide leadership and drive alignment with members of the DDP Management Group
- Serve as the Leader of the Execution Team

The DDP Director must have a broad understanding of DOT workflows in Planning, Design, Construction, Operations, and Asset Management. The position requires technical savviness and an understanding of the capabilities and limitations of IT, GIS, and data technology tools. Strong leadership, with the ability to influence at the executive, peer, and subordinate levels is a must.

100% of the DDP Director's time should be devoted to the Digital Delivery Initiative.

Senior Agile Project Manager (Scrum Master) *(Permanent Full Time)*

Utilize extensive Agile expertise to oversee the end-to-end project lifecycles. Confirm the delivery team is aligned with organizational goals, resources are forecasted and utilized efficiently, and solutions are delivered on time and on budget. Collaborate with cross-functional teams and champion a dynamic, adaptive approach to project management.

Data Management Lead *(Permanent Part Time)*

Guide the data strategy for the Digital Delivery Program in a part-time leadership role. Lead a diverse team to assure optimal organization, accessibility, and integrity of data assets, leveraging expertise in data management best practices. Collaborate across disciplines to establish and maintain a robust data ecosystem that fuels the program's success. Additionally, develop and implement effective data governance monitoring and compliance practices, including regular audits and enforcement of established policies, for long-term reliability and security of program data.

Database Administrator *(Permanent Part Time)*

Lead the design, implementation, and maintenance of the program's databases, with a specialized focus on managing geospatial data. Responsible for data security, integrity, and optimal performance. Integral to the seamless functioning of the DDP's data infrastructure.

Imagery & Lidar Data Specialist *(Just-in-Time)*

Focused on managing, analyzing, storing, and distributing LIDAR and imagery datasets. The specialist's responsibilities directly contribute to the efficient utilization of LIDAR and imagery resources in support of the DDP's objectives.

Data Governance Specialist *(Just-in-Time)*

Responsible for establishing and maintaining clear, comprehensive data governance policies that support consistently accurate, secure, and reliable agency data. This role defines enterprise-wide standards for data dictionaries, metadata, data classification, and retention. The specialist

collaborates across the agency to outline roles and responsibilities for data stewards and custodians, promoting accountability for data quality, security, and compliance.

Data Transformation Engineer (FME) *(Just-in-Time)*

Requires an FME subject matter expert. Tasked with the development of FME workbenches for the extraction, transformation, and loading (ETL) of operational data into the DDP data ecosystem.

CADD Standards Expert *(Just-in-Time)*

Develop and enforce comprehensive CADD standards to facilitate seamless and automated integration of CADD data into DDP databases and GIS systems. Must possess subject matter expertise in relevant CADD systems and design workflows. This person will be foundational for driving the consistency, quality, and interoperability of design data for use across the agency.

Technology Services Lead *(Permanent Part Time)*

The Technology Services Lead aligns technology strategies with program objectives for optimal functionality and innovation across the program's technological landscape**.** This part-time role is responsible for overseeing a team that: Has subject matter expertise on existing technology business systems, develops custom apps, designs technology architectures, configures COTS apps, deploys apps to mobile devices and supports the IT/GIS infrastructure associated with the DDP. Expertise in diverse technology domains is required. This leadership role also requires experience in leading a technology-centric team. Since the technology team will be established on a just-in-time basis, the ability to forecast future technology expertise is also a critical skill for the person in this role.

Specialty System SMEs (CADD, GIS, etc.) *(Permanent Part Time)*

Individuals filling this role will have administrative expertise on the individual business systems housing authoritative data that are utilized in the DDP.

Custom App Developer *(Just-in-Time)*

Design, develop, and implement custom applications to address specific program needs that can’t be met with a COTS software product. Specific coding expertise may vary based on the Program’s needs at the time.

Technical Architect *(Just-in-Time)*

Responsible for designing high-level IT and GIS structures and systems. Leveraging expertise in system architecture and technology frameworks, this position plays the primary role in creating a scalable IT environment that supports the program's long-term success.

App Configuration Specialist *(Just-in-Time)*

Adept at configuring Esri's apps in an iterative manner. Beyond technical and Esri platform expertise, this role involves interfacing with users, understanding their preferences, and actively seeking feedback. The specialist leverages user feedback to iteratively refine app configurations, effectively incorporating user preferences so the final app version delivers meaningful value to end users in their day-to-day activities.

Mobile Hardware Specialist *(Just-in-Time)*

Expert in mobile hardware and its capabilities. The Mobile Hardware Specialist evaluates a range of devices, with in-depth knowledge of high-precision and high-accuracy hardware. This role centers on providing recommendations for deploying hardware tailored to field requirements and workflows.

IT Infrastructure Support *(Just-in-Time)*

Instrumental in managing and optimizing the program's IT backbone. Responsibilities include maintaining, troubleshooting, and enhancing both on-premises physical hardware and cloud-based infrastructure components. The specialist is responsible for reliability and security of systems and for providing essential support for program operations. Expertise in IT infrastructure management, problem-solving, and proactive system enhancements is vital for success in this role.

Business Engagement Lead *(Permanent Part Time)*

As a peer to the Technology Services Lead, the Business Engagement Lead heads a team focused on engaging customers to understand their needs, then align data, technology, and UI/UX to produce optimal user value. Reporting to this role are specialists including Data Analysts, Business Analysts, Workflow Automation Experts, and UI/Cartography experts. The team's success hinges on strong listening and empathy skills, coupled with the ability to bridge workflows seamlessly with technology capabilities.

Data Analyst *(Permanent Part Time)*

Charged with extracting meaningful insights from complex datasets. This role extends to searching for and cataloging enterprise data to identify what is needed for producing desired functionality for the user. Collaborating closely with cross-functional teams, the Data Analyst helps to transform raw data into actionable information that aligns with user needs and program objectives. Proficiency in data analysis tools, a keen eye for patterns, and the ability to communicate findings effectively are essential for success in this role.

Business Analyst (Product Owner) *(Permanent Part Time)*

Responsible for gathering requirements directly from users. This role involves conducting thorough analyses of user needs, documenting requirements, and validating the alignment with program objectives. The Business Analyst plays a pivotal role in bridging the gap between users and technical teams, translating user needs into actionable solutions that enhance the functionality and effectiveness of the program. Strong analytical, communication, and listening skills are essential for success in this role, including the ability to adeptly translate between the language of end users and the language of the technology team.

Workflow Automation Expert *(Permanent Part Time)*

Specializes in documenting business workflows and configuring Esri's Workflow Manager tool. This role involves a comprehensive understanding of business processes, collaborating with stakeholders to document workflows, and utilizing expertise in Esri’s Workflow Manager to orchestrate and automate business workflows. Proficiency in business process documentation and Esri's Workflow Manager configuration is essential for success in this role.

User Interface & Cartography Expert *(Just-in-Time)*

Excels in elevating user experiences through expert design and cartographic principles. This role involves crafting intuitive and visually appealing user interfaces and high-quality maps. The User

Interface (UI) and Cartography expert contributes to the seamless integration of technology and design, translating user needs into aesthetically pleasing and functionally efficient solutions. Proficiency in UI design, cartography, and the ability to balance aesthetics with functionality are crucial for success in this role.

Support and Governance Lead *(Permanent Part Time)*

Oversees a team that sets program policies, drives user adoption strategies, aids users, and develops comprehensive program documentation. This person plays a critical role in shaping a positive user experience, maintaining adherence to program policies, and facilitating seamless adoption of new technologies within the organization. Strong leadership, communication, and policy development skills are necessary.

Portal Administrator *(Permanent Part Time)*

Provides portal access to users, aligns training and credentials with access levels, maintains a modern and user-friendly portal interface, and reviews portal content for relevance. The Portal Administrator contributes to the seamless onboarding of new users, implementing effective access controls, and proactively enhancing the portal's usability. Proficiency in portal administration tools, attention to detail, and a methodical approach to access management are critical for success in this role. Training in managing Portal for ArcGIS is a prerequisite for this position.

User Support *(Permanent Part Time)*

Dedicated to aiding users of DDP applications. This role involves addressing user queries, troubleshooting issues, and delivering a positive and efficient user experience. The User Support Specialist plays a key role in fostering user satisfaction, contributing to the successful adoption and utilization of digital tools and applications within the program. Strong communication, problem-solving, and customer service skills are essential for success in this role.

Release Manager *(Just-in-Time)*

Crafts technical and user documentation. Coordinates the release process for the provision of comprehensive documentation crucial for future technical and user support. Plays a critical role in capturing essential information about the development process and delivering clear instructions for users. Success relies on strong organizational, communication, and documentation skills.

User Adoption Specialist *(Just-in-Time)*

Specializes in change management, focusing on mitigating risks associated with the lack of adoption. This role involves developing strategies to facilitate organizational change, for smooth transitions and user acceptance. The Agency Adoption Specialist plays a crucial role in minimizing resistance to change, fostering a positive adoption culture, and contributing to the overall success of the program. Strong interpersonal, communication, and change management skills are essential for success in this role.