



NEW MEXICO

IT STRATEGIC PLAN FY21-FY23
DEPARTMENT OF INFORMATION
TECHNOLOGY
JULY 2020

FROM THE DESK OF JOHN SALAZAR, CABINET SECRETARY

Department Of Information Technology (DOIT)

The technology landscape is continuously changing, both for citizens and the state government that serves them. Citizens expect more from their government—in access, in ease of use, and in their digital experience of government services. Agencies need modern technologies to meet that expectation, and to deliver on their core missions that promote the common good and improve life for people across the state. The need for a modernized and continuously evolving approach to technology has never been so evident as now, as the state's response to COVID has resulted in accelerated ways of working, revealing greater opportunity to support plans for the future of NM government operations in a post-COVID era.

We have a bold vision for New Mexico, one that relies on advances of the technology that state government uses to succeed. In the words of Governor Lujan Grisham, "The status quo will not stand." For the state's technology, this means a transformation is necessary, one that starts at our core technology operations and expands beyond to new possibilities.

This plan comes at a time of opportunity for our state—to innovate beyond what we have already done, to explore new solutions to both old and new problems, and to set ambitious goals for what we can accomplish. This document provides strategic direction and focus for our efforts, and we will return to it over time to measure our progress and respond to the changing landscape. Overall, the imperatives in this plan put us on a path for sustainable and systematic change for our state's technology— a transformation needed to accomplish a bold vision.

I look forward to working together on that journey of transformation and to making our technology solutions better, more secure, and effective for our government and our citizens.



John Salazar
Cabinet Secretary
Department of Information Technology





THE CASE FOR CHANGE



Our governor has an ambitious vision for the state.



New Mexico Governor Michelle Lujan Grisham has set an *ambitious vision* for the state to advance outcomes for its citizens. In her own words: *"Together... we can choose to dramatically broaden our understanding of what New Mexico can be; we can choose to comprehensively reimagine this state. The status quo will not stand."*



This vision—accomplished through agency missions—needs technology to be successful.



To realize this vision, state agencies are charged with setting ambitious goals as part of their missions—and achieving them. But agencies *need resources* to fulfill their charges, and one of the most important of those is *the right technology*.



New Mexico's technology must transform to meet this vision.

The success of state agencies in achieving their missions relies in part on having the right technology in place to support, drive, and innovate their work. To best provide the technology agencies need to enact the Governor's vision, the state needs *systemized, sustainable change—a transformation* of the state's technology.

OUR STRATEGY TO
TRANSFORM
TECHNOLOGY FOR THE
STATE OF NEW MEXICO

The status quo will not stand, because we believe in a very different New Mexico.

- Gov. Michelle Lujan Grisham

The Governor's mandate is clear— we have a bold vision for the future of New Mexico, and that bold vision requires transformation. For the state's technology, this means first standardizing our core operations, modernizing our technology, and transforming the way the state provides services to citizens.

To create this strategy to transform technology for the State of New Mexico, we sought the feedback of agency and technology leaders from across the state to better understand their agency's needs and aspirations for a "very different New Mexico."

We received feedback from the leaders of over 35 agencies, and that feedback revealed consistent themes. As they move their agencies forward to better deliver on their missions, agency leaders told us what they needed in a statewide strategic plan for technology— guidance, strategic coordination, and open communication about how agencies can standardize, modernize, and eventually transform the way they use technology to serve the citizens of New Mexico.

Agency leaders emphasized these areas for technology success:



IT GOVERNANCE, GUIDANCE, & COLLABORATION

Clear and strategic technology guidance for IT standards & processes and statewide strategic direction, underpinned by coordinated collaboration across agencies



CYBERSECURITY IN THE SHORT- AND LONG- TERM

Immediate strategies to protect agency and state information and a comprehensive and statewide strategic plan to prepare cybersecurity efforts for the future



DIGITAL GOVERNMENT WITH A CUSTOMER FOCUS

Coordination and guidance to help agencies make government services and information more accessible on digital platforms and provide a streamlined digital experience for citizens



MODERN TECH FOR BUSINESS PRODUCTIVITY

Modernized technology and resources, from hardware and data management to the Cloud and technology talent, to enable each agency to more productively enact its mission

This strategic plan directly incorporates the insight gathered from state agency leaders and agency CIOs, and orients toward accomplishing a bold vision for the future of New Mexico. To do this, we have set out **six strategic imperatives** that will guide the state's technology efforts over the next 3 years. This strategic plan provides more information about each of these imperatives and our approach to enact them for a "...very different New Mexico".

OUR STRATEGIC IMPERATIVES FOR THE NEXT 3 YEARS *(through FY23)*

These imperatives, informed by the input of agency and technology leaders across the state, guide the state's technology efforts over the next three years.

DEPARTMENT OF
INFORMATION TECHNOLOGY

- 1 We will **enhance** State **broadband** technologies and support capabilities
- 2 We will **mature** our **cybersecurity** capabilities and practices
- 3 We will **modernize** our infrastructure toward the **Cloud**
- 4 We will **integrate** our **data** across the enterprise
- 5 We will **implement** an integrated **Public Safety Communications** network
- 6 We will **develop** and deploy a **Geospatial Technology** strategy

Through this focus, we will **strengthen** our **foundation**

THREE PHASES TO TRANSFORMATION

DoIT and the state can accomplish sustainable progress against our six strategic imperatives through three phases.*



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

**This document will be continuously updated to reflect progress across these three phases.*



PHASE 1 | STANDARDIZE

Transforming technology across the state requires first **establishing consistent standards, practices, and governance** and staying current on new technologies. Agencies across the state will implement new IT products and services, taking into account technical and strategic direction to allow them to **accomplish more with less**.

Proposed timeline: FY21, Q4

1 BROADBAND

Obtain scalable, reliable and affordable high-speed internet

Identify and support availability of broadband services through mapping, planning, technical assistance, and capacity building

2 CYBERSECURITY

Define roles, responsibilities, and accountability for cybersecurity activities across state agencies and organizations

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

3 CLOUD

Identify and promote leading practices across agencies and build Cloud solutions that incorporate them

Strengthen alliances between agencies to establish a consistent approach to Cloud infrastructure and solutions

4 DATA

Establish consistent enterprise standards, practices, and governance

Establish and implement an enterprise adaptable Data Classification policy and Data Management Plan

5 PUBLIC SAFETY COMMUNICATIONS

Create and implement policies, procedures, documentation stores, and best practices for operations

Implement a training program, including cross training amongst disciplines

Implement governance bodies for accountability, efficiency and transparency

6 GEOSPATIAL TECHNOLOGY

Promote use of geospatial resources to improve insight and decision making

Ensure geospatial data are current, accurate, open, interoperable and easy to access



PHASE 2 | MODERNIZE

The pace of **technological advancement is accelerating** and we must be ready to move with these changes or risk falling behind. The state will adopt technologies that enable a better future for New Mexico. We will **modernize our infrastructure, systems, and workforce practices** to keep pace and be recognized as a state with leading technology.

Proposed timeline: FY22, Q4

1 BROADBAND

Facilitate Technical and Federal Grant Assistance for companies and communities

Continuously update Geospatial broadband updates and services

2 CYBERSECURITY

Operate with a supply of compliance ready security services that are comprehensive, portable, and intrinsic

Establish program that leverages leading standards and proven practices

3 CLOUD

Increase flexibility and decrease time to production and scale of Cloud infrastructure

Promote and enhance the critical role of technology services in business and continuity planning (e.g., high availability resources, performance monitoring)

4 DATA

Expand, update, and refresh technology and organization practices

Utilize enterprise documentation and tools to facilitate data sharing

5 PUBLIC SAFETY COMMUNICATIONS

Deploy state-wide digital multi-agency communications system to benefit first responders

Evaluate services and identify and implement improvements

6 GEOSPATIAL TECHNOLOGY

Enable environments that deploy data as a service to citizens

Implement a network of networks to create efficiencies for all levels of government



PHASE 3 | TRANSFORM

Our world is becoming more connected by the day, setting **high expectations for how citizens want to interact with their government**. To best meet those expectations, the state will embrace new solutions to make agencies and their **services easier, faster, and more convenient to access**, while providing greater transparency and accountability to the public.

Proposed Timeline: FY23, Q4

1 BROADBAND

Sustain permanent recurring and sustainable funding, and support lasting grant programs

Consolidate state broadband resources within the Office of Broadband

2 CYBERSECURITY

Utilize Cybersecurity program for agility and continuous improvement

Identify, define, and emphasize core principles, risk mitigation, and best practices

3 CLOUD

Promote cross-agency collaborative solutions to enable and transform state government business

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

4 DATA

Fundamentally change the way agencies, organizations, and citizens interact with state technology

Appoint or hire a State Data Architect to increase and improve data interactions

5 PUBLIC SAFETY COMMUNICATIONS

Begin online interface for service requests and information for Public Safety Communications subscribers and stakeholders

Create advisory groups to promote a collaborative environment that informs stakeholders about projects, initiatives, and services

Promote collaboration with municipal and tribal governments

6 GEOSPATIAL TECHNOLOGY

Establish agency policy that recognizes the role and responsibilities of the Geospatial Information Officer

Transfer Advanced Mapping Fund to DoIT and legislate funding to support statewide data planning acquisition and application development



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