N.C. Department of Information Technology
Strategic Plan
2025 – 2029

August 28, 2025

N.C. Department of Information Technology

Table of Contents

A. Introduction

The N.C. Department of Information Technology (NCDIT) operates under the leadership of the Secretary and State Chief Information Officer (SCIO), Teena Piccione. NCDIT is North Carolina's central IT agency, driving innovation, security, and efficiency across state government. Established by N.C. General Statute 143B Article 15, NCDIT delivers secure, reliable, and cost-effective technology solutions that power public services statewide.

NCDIT provides:

- **Enterprise infrastructure & support:** providing statewide network services, data centers, hosting, and identity management
- **Statewide cybersecurity & privacy:** defending state systems through proactive risk management, threat monitoring, and incident response
- **Strategic IT Governance:** establishing policies, standards, and oversight to ensure alignment with statewide IT priorities
- **Project management & procurement optimization:** oversight of IT projects and maximizing taxpayer value through shared services and enterprise procurement
- **Data & analytics:** advancing analytics and data-driven decision-making
- **Innovation & continuous improvement:** adoption and advancement of AI, process automation, digital transformation for a better constituent experience
- **Broadband connectivity:** expanding access to high-speed internet, high quality large-screen computers, and the digital skills training necessary to safely navigate the internet

NCDIT empowers agencies to deliver modern, efficient, and secure services to North Carolina's residents. We unify IT strategy across government, ensuring statewide collaboration, fiscal responsibility, and technology that works for all. Through mature operations, collaborative partnerships, a future-ready workforce, and strategic adoption of emerging technologies, we strive to create a more connected, efficient, and secure digital environment for the people of North Carolina. We will earn and uphold public trust, ensure access for all residents, and drive continuous improvement across every corner of the state.

B. Mission, Vision, & Values

Mission

Enable business-driven services and solutions that provide a secure and frictionless digital government experience for North Carolinians.

Vision

A government that delivers secure, resilient, and innovative public technology services.

Guiding Principles/ Values

- **Reliability**

  We uphold public confidence by ensuring consistent performance, security, and resilience of the systems that power essential services. Stability is our baseline, not our aspiration.

- **Collaboration**

  We break down barriers between agencies, departments, and partners to share knowledge, reduce duplication, and deliver unified experiences to the public. Shared challenges require shared solutions.

- **Human-Centered Design**

  We put people first, designing systems, services, and policies that are responsive to the needs of citizens, employees, and communities. Technology is a tool for inclusion, not a barrier.

- **Security as a Strategic Imperative**

  We embed cybersecurity into every level of planning, development, and execution. Protecting data, systems, and identities is essential to operational continuity and public trust.

- **Responsible Innovation**

  We embrace emerging technologies with discipline, ensuring they are implemented ethically, and transparently for all. Innovation must serve the public good and be governed with accountability.

- **Data-Driven Decision-Making**

  We use metrics not to punish, but to learn. Insightful data guides our investments, illuminates risk, and aligns our operations with state priorities and resident impact.

- **Fiscal Responsibility**

  We manage resources with transparency and efficiency, eliminating redundancy and maximizing the value of every tax dollar. Technology decisions must be sustainable and accountable.

- **Continuous Improvement**

  We believe excellence is iterative. We challenge the status quo, encourage experimentation, and use failure as fuel for progress.

- **Access for All**

  We strive to ensure all North Carolinians, regardless of geography, ability, or background benefit from modern and accessible government technology services.

C. Goals, Objectives, & Performance Measures

Below are our goals and objectives. Many of these are ambitious and will require additional resources to achieve. Those that require additional resources are flagged with an asterisk (*).

Goal 1 – Ensure that the state's services are supported by reliable and accessible technology and data services

Establishing a healthy production environment will be the primary focus of our operations in this biennium. DIT holds statutory responsibility for enterprise service delivery but lacks the direct budget authority to match. Without this alignment, the state's ability to modernize and protect core systems will remain constrained.

As we mature our production environment, DIT will focus on transparency, and accuracy, providing timely insights into service and system performance. Fiscal responsibility, standardized system protection, and data protection will be embedded in every decision. Operations will be disciplined, minimizing failures and outages. A healthy production environment, with proper alignment, ensures that the systems that North Carolinians rely on have been user-tested, are continuously updated, and are consistently available, accurate, secure, and compliant with policy.

Ensure that the state's services are supported by reliable and accessible technology and data services.	
Objectives	Performance Measures
1.1 Normalize metrics as tools for learning, not punishment	• **1.1.1** All divisions have identified key metrics by the end of calendar year 2025 • **1.1.2** All divisions participate in a monthly operations meeting
1.2 Create transparency for IT funding and expenditure	• **1.2.1** Billing dashboard created for DIT customers by Q3 FY 2026 • **1.2.2** Rate model updated/redesigned to directly align staff to services by FY 2027 • **1.2.3** Improve the accuracy of our forecasting model for services and rates prior to the 2027 long session budgeting cycle
1.3 Implement tiered system for performance and reliability ratings for NCDIT services by June 30, 2026.	• **1.3.1**Perfoamce and reliability rating metrics established for each service documented by December 2025

	• **1.3.2** 90% of services evaluated based on established performance and reliability ratings on a quarterly basis starting no later than June 30, 2026
1.4 Optimize IT funding by reducing duplication	• **1.4.1** Align 5 common vendor contract cycles to allow the state to leverage its buying power. • **1.4.2** Provide each agency with a calendar of contract expiration dates by 11/1/25
1.5 Address misalignment between funding and accountability	• **1.5.1** IT-specific fund codes and cost centers established in time for the 2027 long session. • **1.5.2** Enterprise cybersecurity budget established to provide predictable, recurring, programmatic funding by the 2027 long session
1.6 Mature the state's governance posture (Risk, AI, Data, EA, Service Excellence)	• **1.6.1** 6 EA standards identified and defined annually • **1.6.2** Exception Process streamlining complete by the end of FY 2026 • **1.6.3** Systems evaluated against production standards and classified as ready or not by Q4 2027 • **1.6.4** 15 state-wide policies published by FY 2027 • **1.6.5** Policies accessible on website by FY 2027 https://it.nc.gov/resources/state-it-policies

Goal 2 – Build a future-ready state with smarter, faster, trusted, and more responsive government operations through the strategic deployment of AI and emerging technologies.

North Carolina will leverage AI, quantum computing, and intelligent automation to enhance government services and improve the lives of its citizens. NCDIT will support the use of emerging technology by developing a well-trained workforce, secure infrastructure and high-quality data, enforcing transparent and accountable governance practices, and engaging government and community partners to collaboratively implement change.

Build a future-ready state with smarter, faster, trusted, and more responsive government operations through the strategic deployment of AI and emerging technologies.	
Objectives	Performance Measures
2.1 Ensure infrastructure can scale with growing technology demands over the next 5 years.	• **2.1.1** Complete a statewide inventory of current compute capacity needs across agencies by the end of FY 2026 • **2.1.2** Develop a 5-year compute capacity demand forecast based on emerging tech, digital services growth, and workload shifts • **2.1.3** Engage with 100% of key infrastructure, data center, and energy stakeholders during planning process
2.2 By the end of FY 2026, set up statewide governance infrastructure to advance data quality, accessibility, analytics, and data literacy across state agencies.	• **2.2.1** Create and convene Enterprise Data and AI Coordinating Council by Q2 FY 2026 • **2.2.2** Develop data governance frameworks in coordination with the Council by Q4 FY 2026 • **2.2.3** Build a data maturity assessment program and engage 25% cabinet and council of state agencies to complete an assessment by FY 2027* • **2.2.4** Curate and launch a data literacy program to build fluency for state employees by the beginning of FY 2027* • **2.2.5** Migrate three data warehouses to cloud-native AI and data analytics platform within the Government Data Analytics Center*
2.3 Ensure that agencies are AI-ready over the next biennium.	• **2.3.1** Draft and adopt core guidelines for the ethical, secure, and inclusive use of AI and automation by the end of 2025

	• **2.3.2** Conduct baseline evaluations of AI and emerging tech readiness within departments by end of FY 2026 • **2.3.3** 3 Categories of AI trainings stood up by 1/1/2026: 1) AI Awareness trainings for all employees, 2) AI Builders Training, 3) AI Leaders Training • **2.3.4** Create other internal programs supporting AI certification and fluency by 7/1/2026
2.4 Stand up and implement the AI accelerator by January 1, 2026	• **2.4.1** 80% of cabinet agencies submit at least three projects to AI accelerator by 5/31/2026 • **2.4.2** 100% of cabinet agencies have a successful AI project completed by end of FY 2026 • **2.4.3** 10 stories of AI success projects published each FY • **2.4.4** At least 4 engagements to promote AI projects and resources to local governments by end of FY 2026
2.5 Establish an environment that fosters collaboration and trust regarding AI and emerging technologies by the end of FY 2026.	• **2.5.1** Stand up and head the AI Leadership Council by October 2025 • **2.5.2** Deploy a net promoter score for all AI projects by end of FY26 • **2.5.3** Standardize on AI tools by end of FY 2026 • **2.5.4** Adopt standards around data use with emerging technologies, including artificial intelligence (AI) and quantum computing by end of FY 2026

Goal 3 – Foster a statewide IT ecosystem where agencies, counties, boards, and community institutions operate as interconnected partners – advancing cybersecurity and operational efficiency through coordinated strategy.

North Carolina's citizens, businesses, and communities expect the state to offer consistent, streamlined, and user-friendly experiences. A seamless user experience depends on collaboration. State agencies that operate in isolation produce duplicative systems, fragmented services, and inefficiencies that cost both time and taxpayer dollars.

By operating as one state, and providing secure, scalable platforms that allow every government partner to focus on delivering high-value, mission-specific outcomes, we can deliver a more secure, responsive, and human-centered experience.

Foster a statewide IT ecosystem where agencies, counties, boards, and community institutions operate as interconnected partners – advancing cybersecurity and operational efficiency through coordinated strategy.	
Objectives	**Performance Measures**
3.1 Identify opportunities to reduce application redundancy over the next biennium.	• **3.1.1** 90% of applications mapped to business capabilities by the end of FY 2026 • **3.1.2** First round of application rationalization business and technical fit complete by the end of FY 2026
3.2 Establish lifecycle-based product and portfolio management, improving our ability to prioritize expenses and provide transparency to our customers by Q1 2027.	• **3.2.1** Establish management system/procedures for product life cycle by Q1 2027 • **3.2.2** Establish roadmaps for each DIT service by Q1 2027
3.3 Develop frameworks to streamline processes, enhance collaboration, and reduce risk by the end of FY 2026.	• **3.3.1** Develop CIO council service governance subcommittee by end of FY 2026 • **3.3.2** Continue to engage and solicit feedback quarterly from stakeholders that have a vested interest in providing access to high-speed internet, computers and digital safety skills for the North Carolinians they serve to further economic and workforce development by end of FY 2026

3.4 Scale statewide engagement to position DIT as the trusted technology partner for public sector entities.	• **3.4.1** Service catalog updated to reflect a broader audience by end of FY 2026 • **3.4.2** Analyze the opportunity to Implement self-service in 4 service areas by end of FY 2027 • **3.4.3** Develop and publish an engagement model with defined roles and responsibilities and participation pathways during FY 2026 • **3.4.4** Determine the services that are best suited for local government adoption and develop a strategy for engaging local governments by the end of 2027 • **3.4.5** Increase satisfaction rate in annual partner survey regarding responsiveness and value by 10% annually • **3.4.6** Increase the number of shared or enterprise services and contracts used by local partners by 20% within 2 years • **3.4.7** Continue to host quarterly collaborative forums or regional summits with growing participation over time
3.5 Build an environment that promotes innovative thinking, collaboration, and access to data and emerging technologies that facilitate improved services to residents and informed decision-making by state agencies.	• **3.5.1** Stand up a Data and AI Center of Excellence by Q2 of FY 2026 • **3.5.2** Develop, pilot, and scale a statewide data resource hub by end of FY 2026 • **3.5.3** Procure and implement an enterprise data catalog by calendar year 2027* • **3.5.4** The EDO will engage with every cabinet and council of state agency on at least one project by FY 2029 • **3.5.5** The Longitudinal Data Service (LDS) will develop a User Interface that will provide a suite of services enabling comprehensive, secure, and standardized management of

	requests for sensitive data by Q2 calendar year 2026 • **3.5.6** The LDS will complete a pilot for the creation of a secure, state-managed cloud-hosted space, (eCollaboration Room) where approved data requesters come to the data to do their work ensuring strengthened privacy and security of sensitive data; CYQ3 2026 • **3.5.7** The NC HIEA and State Health Plan will develop a structural data analytic partnership that provides SHP with greater insight into the health of its population and opportunities to strengthen its provider networks and care delivery model to improve the health of its members by 2030
3.6 Ensure that households and businesses across the state have access to high-speed internet access, computers and digital skills so residents and businesses can engage with their local and state governments, participate in online work, learning, telehealth and other digital opportunities by the end of 2030.	• **3.6.1** Maintain compliance through Dec. 31, 2029, on more than $1 billion of state and federally funded (American Rescue Plan Act) awards to internet service providers to provide access to North Carolinians • **3.6.2** Maintain compliance on $44 million in Digital Opportunity grants that provide digital devices and digital literacy skills to North Carolinians through grantees' projects through Dec. 31, 2026 • **3.6.3** Award $1.5 billion in federally funded BEAD program projects to expand high-speed internet infrastructure across the state by 2030 • **3.6.4** Execute broadband expansion programs and award remaining American Rescue Plan Act funding by Dec. 31, 2026 • **3.6.5** Launch digital skills standards to provide guidance to grantees, digital navigators and partner organizations that provide

	digital literacy resources by Dec. 31, 2025 - **3.6.6** Updates to the online support resources linked from the Tech Resource Finder website provided quarterly.

Goal 4 – Protect North Carolina's information assets and empower government to operate with trust, agility, and confidence.

The state will form a secure and resilient cybersecurity environment by using resources efficiently, collaboratively, and effectively. This environment will support a risk-aware culture that prioritizes the protection of online government services, critical infrastructure, and personal information.

Protect North Carolina's information assets and empower government to operate with trust, agility, and confidence.	
Objectives	Performance Measures
4.1 Expand the formal, two-way partnership framework with federal, state and local agencies by the end of FY 2027.	- **4.1.1** Signed MOUs or partnership agreements with federal, state, and local agencies focused on cybersecurity collaboration by September 2026. - **4.1.2** Integrate or establish secure, bi-directional data-sharing mechanisms (e.g., STIX/TAXII, secure threat intelligence platform) with federal and local partners by June 2026. Include a recurring intelligence-sharing and coordination forum (e.g., monthly or quarterly) with actionable threat briefings and defined escalation protocols. - **4.1.3** Reduce average time to detect and validate shared cyber threats by 15% over 12 months through early warnings and real-time information exchange - **4.1.4** Increase online safety by expanding awareness of digital skills training for the public through Digital Opportunity grantees through FY 2026

	• **4.1.5** Increase the state's websites' accessibility and options for multiple languages to expand safety and understanding, driving trust, through FY 2026
4.2 Assess current state of our cyber posture and continuously monitor the state's privacy risk exposure.	• **4.2.1** Comprehensive assessment to identify and evaluate privacy risks associated with initiatives, systems, etc. involving sensitive data by March 2026 • **4.2.2** Identify, classify, and map the flow of PII and other sensitive data held by the state by September 2026
4.3 Reduce North Carolina' cyber threat surface through comprehensive risk management.	• **4.3.1** Risk-based vulnerability management approach adopted by June 2026 • **4.3.2** Timely, accurate, and thorough risks reports provided to the General Assembly annually • **4.3.3** Real-time threat intelligence integrated to understand organization's unique risk profile by December 2026 • **4.3.4** Advanced analytics leveraged to make proactive, informed decisions about patching, mitigation, and remediation
4.4 Establish an accountability model for Statewide CISO practices by the end of 2026.	• **4.4.1** Create accountability mechanisms including funding/incentives for compliance and improvement by September 2026. • **4.4.2** Develop escalation and remediation processes for agencies that fall behind by December 2025.
4.5 Enhance the state's Error! Reference source not found.capabilities by end of FY 2027.	• **4.5.1** Comprehensive cybersecurity policies that outline the acceptable use of technology, password management, data handling, and reporting procedures published and adopted by December 2025 • **4.5.2** Pilot use of AI for cybersecurity by end of FY 2026

	• **4.5.3** Quantified and qualified risk profiles established for public sector functions by June 2027
4.6 Foster an ongoing culture of cybersecurity awareness and education.	• **4.6.1** 4 role-based cybersecurity trainings made available to employees by January 2026 • **4.6.2** Risks/threats generated by employee actions decreased by 20% by December 2026 • **4.6.3** 25% local governments that adopt NCDIT cybersecurity guidance by July 2027 • **4.6.4** Data owners educated on risk, governance, and effective security control implementation and monitoring by July 2026 • **4.6.5** Cybersecurity, Privacy, and Data Management Center of Excellence established by March 2026
4.7 Improve resilient, uninterrupted business critical operations during and after cyberattacks.	• **4.7.1** Critical functions identified by March 2026 • **4.7.2** Continuity plans created for critical functions by September 2026 • **4.7.3** 2 exercises completed to test critical functions by March 2027 • **4.7.4** 25% Reduction in downtime during cyber incidents by July 2026
4.8 Institute workforce programs dedicated to nurturing and advancing cybersecurity professionals by the end of FY 2027.	• **4.8.1** 80% of open cybersecurity positions filled per year • **4.8.2** 5 active partnerships with k-12 institutions by 2027 • **4.8.3** 10 active partnerships with community colleges and 4-year universities by 2027 • **4.8.4** 10 cybersecurity internships available to college students by March 2026 • **4.8.5** 100% of cybersecurity internships filled per year • **4.8.6** 5 cybersecurity apprenticeships available to veterans by September 2025

Goal 5 – Use innovative methods to build an agile and forward-thinking public-sector IT workforce in North Carolina.

North Carolina's ability to deliver secure, innovative, and constituent-focused digital services is at risk without a bold investment in IT workforce development. Over one-third of NCDIT employees will be eligible for retirement in the next three to five years, placing institutional knowledge and service continuity in jeopardy. NCDIT must establish succession planning and a culture that addresses the changing demands of new generations as they enter the workforce. North Carolina will build a pipeline of IT talent through strategic partnerships with community colleges and universities. Emphasizing mission-driven work, transparent leadership, and opportunities for career growth will allow NCDIT to provide a collaborative and enriching work environment.

Use innovative methods to build an agile and forward-thinking public-sector IT workforce in North Carolina.	
Objectives	**Performance Measures**
5.1 Establish talent pipeline and entry programs based on career pathways for both technical and managerial tracks over the next four years.	• **5.1.1** 15 participants in progress or successfully completed the apprentice programs by the end of calendar year 2029. • **5.1.2** 200 participants in progress or having completed the internship programs by the end of 2027 • **5.1.3** 30 community colleges with IT programs partnered with DIT by the end of calendar year 2027 • **5.1.4** 5% of interns converted to permanent hires by the end of calendar year 2029
5.2 Modernize IT facilities and workspaces to improve employee experience, support collaboration, and strengthen engagement, and retention over the next four years.	• **5.2.1** Redesign or upgrade priority workspaces at the main DIT location by end of FY 2026 • **5.2.2** Ensure 100% of shared spaces are equipped for hybrid meetings and remote collaboration • **5.2.3** Implement our co-location data center strategy by end of FY 2029

	- **5.2.4** Reduce IT fulfillment onboarding time for new hires by 30% by 2028
5.3 Build the culture of continuous learning for our workforce by the end of FY 2026.	- **5.3.1** At least 75% of employees meet annual 36-hour training requirement in FY 2026 - **5.3.2** Launch and sustain monthly peer-led learning sessions for agency employees by FY 2026

D. Priority Questions

1. Where is there duplication of capabilities within and across agencies, particularly IT services and solutions.
    a. Services
    b. IT Talent
    c. Solutions/Systems
    d. Contracts
2. How many of the state's applications/solutions collect or use personally identifiable information (PII)?
3. What has worked best for other states that have shifted to a broker model for IT services?
4. What aspects of government employment are most attractive for recruitment of IT professionals?
    a. How can we use these to overcome the aspects of the classification and compensation systems that are believed to be a hinderance to recruitment and retention?
    b. What other information or resources do we have that could help with recruitment efforts?
    c. How do we make the compensation structure for IT-classified employees reflect the realities of the transient nature of the IT industry?
5. As the state continues to expand its use of AI technologies, how much funding should be budgeted to ensure that use is responsible and effective?
6. Have other states successfully demonstrated AI use cases with positive ROI that are not already under consideration in NC?
7. How are other states empowering their workforces to use AI tools, such as CoPilot?