

NC Department of Administration

Strategic Plan

FY 2026-2029





Greetings,

As the business manager for state government, the NC Department of Administration's mission is to provide foundational support that enables all state agencies to serve North Carolinians with excellence. This means managing public resources responsibly, streamlining operations to maximize value, and ensuring our services are timely, accessible, and transparent while supporting everything from building construction and facility maintenance to procurement, fleet management, and the stewardship of state property.

Guided by a spirit of innovation, the department continuously seeks ways to embrace new technologies, refine processes, and empower our talented workforce with cutting-edge training—including in areas such as artificial intelligence.

Our mission-driven approach centers on accountability, competence, and a deep pride in service. We champion equity by serving as a voice for traditionally underserved communities across North Carolina, and we advocate for small businesses, youth, women, and our American Indian communities through dedicated programs and outreach.

With the goals and initiatives outlined in this strategic plan, we will adapt to a changing landscape, testing bold solutions, expediting improvements where possible, and proactively seeking opportunities for support. Our guiding promise is to deliver quality and value in all we do, ensuring North Carolina's government is truly working for the people.

With appreciation,

A handwritten signature in black ink, appearing to read 'Gabriel J. Esparza'. The signature is fluid and cursive, with a large, stylized 'G' and 'E'.

Gabriel J. Esparza

Guiding Mission and Values

Mission

To enhance the lives of North Carolinians by providing foundational support to state government through asset management, service operations, and constituent advocacy.

Vision

In a North Carolina where every resident can access the public services they need quickly, securely, and at the lowest possible cost, the NC Department of Administration will set the standard for innovative, efficient, and high-quality service that empowers North Carolina's agencies, advances operational excellence, and fosters public trust.

Values

Innovation: We are creative in developing, cultivating, and implementing new idea.

Mission-driven: We take pride in delivering exceptional service.

Perseverance: We view challenges as an opportunity for growth and knowledge acquisition

Accountability: Each of us is responsible for our words, our actions, and our results.

Competency: We continually develop a highly capable workforce.

Transparency: We create a positive workplace culture of trust through open and honest communication.





Goal 1: Optimize Government Operations to Maximize Resources and Reduce Redundancy

Future Outlook

DOA is committed to eliminating redundant processes and optimizing resource allocation, which can result in more impactful solutions. In doing so, it guarantees divisions prioritize projects with the highest value, while efficiently managing resources and mitigating risks. Promoting interdepartmental collaboration dismantles silos, enhances communication, and fosters a more comprehensive approach to solving problems. By leveraging data, divisions can share insights and data-driven findings, leading to more informed decision-making and innovative solutions. Leveraging AI for data analysis and decision-making in predicting future trends and outcomes enhances the quality of decisions made.

Objective 1.1: By Q2, FY'26 identify and assess relevant division performance metrics (both quantitative and qualitative) with related data sources, standardized collection processes, and presentation templates to inform operational decision making.

Objective 1.2: By Q4, FY'26 recommend and prioritize a set of transformation projects that will lower costs by 10%, drive an incremental 10% revenue by the end of Q2, FY'27

Objective 1.3: Execute on the prioritized projects in Objective 1.2 by identifying the relevant project leaders, defining specific deliverables, and time-bounding the initiatives. (Ongoing FY'26 – FY'28)



Goal 2: Foster Culture of Innovation to Modernize State Government Services

Future Outlook

DOA is committed to embracing a culture of innovation that attracts creative thinkers while empowering employees at all levels to share ideas and take ownership of projects. It allows for the testing of new ideas, technologies, and processes and can act as incubators for pilot projects and prototypes. In addition to fostering innovation within the agency, investing in continuous learning opportunities ensures that employees have the skills needed to adapt to new technologies, changing needs and restructured processes. Adopting change management strategies can facilitate a smooth transition to new processes and technologies, ultimately leading to a more modern, agile, and citizen-focused government.

Objective 2.1: Establish a NCDOA Innovation Task Force by Q2, FY'26 to work in tandem with the policy director to identify two plus business transformation projects per division by Q4, FY'26, while also creating methods and channels for employees to offer recommendations, solutions or proposed innovation projects.

Objective 2.2: Lead a culture of innovation by example through the deployment of three AI use-case initiatives by 2026

Objective 2.3: Using both existing and new training platforms, division directors shall be responsible for identifying ways in which their teams can participate in continuous education opportunities with a focus on technology, process improvement, or other job-specific material – with all division directors trained in the basics of AI by 2026.

Goal 3: Deliver Client and People-Centered Services That Are Timely, Accessible and Transparent

Future Outlook

DOA is committed to a structured approach to interacting with clients, aiming to create positive experiences that shape their overall perception of the agency, while enhancing credibility and cultivating a positive reputation. Creating services with a focus on the client can enhance both satisfaction and engagement. Constant and systematic feedback processes boost engagement from employees and partners, promoting a culture of constant improvement. DOA aims to modernize the agency's operations, improve accessibility, and enhance efficiency by automating routine tasks which reduce operational costs and enable more efficient resource allocation.

Objective 3.1: To provide clients and constituents with an immediate way to contact the department for information (24/7) and improve constituent communications, NCDOA shall train and deploy at least 2 chatbots in division operations by 2026 to reduce inbound call/email volume by 20% for the divisions where the technology is deployed and the high volume set of standard inquiries are handled by the chatbots.

Objective 3.2: Update and transform the methods through which the department collects agency and partner performance feedback by 2026.

Objective 3.3: To make records more accessible internally and to the public, NCDOA shall digitize any remaining hard-copy records of the organization by 2028 and transition any signature requirements to a unified agency electronic signature protocol by 2026, pending any necessary statutory changes.

NC DOA Priority Questions

1. Are we using our financial, human, and technological resources efficiently across divisions in order to deliver on the priorities of state government agencies and the people of North Carolina?
2. Are employees empowered and encouraged to operate in a culture of innovation and propose new ideas and solutions to create a more modern, agile, and citizen-focused government?
3. Where is the department falling short of meeting the service-level expectations of our various stakeholders, and what could we do differently?

CONSTRUCTION

~8,000

PROJECTS
UNDERWAY

\$17 B

BILLION IN
CURRENT
PORTFOLIO



SURPLUS PROPERTY

\$ 18.6 M

IN SALES

\$ 2.1 M

AGENCY EARNED
FROM SALES



HUB OFFICE



6,700 BUSINESSES
ARE HUB CERTIFIED

2,500 CERTIFIED AS
SMALL BUSINESS ENTERPRISE

\$186.1 M (20%)

CONSTRUCTION

\$702.8 M (6%)

GOODS & SERVICES

STATE PROPERTY

12 K

BUILDINGS

1.3 M

ACRES OF
STATE-OWNED LAND



PURCHASE & CONTRACT

\$7.2 B

BILLION IN STATE
SPEND VIA EVP

~141 K

PROJECTS UNDERWAY



INDIAN AFFAIRS

8 TRIBES

177 DV/SA VICTIMS SERVED

14,000+ HOUSING
RENTAL VOUCHERS

130 K RESIDENTS

PROGRAMS

ECONOMIC DEV.,
WORKFORCE DEV.,
DV/HT, SUNS,
ENERGY ASSISTANCE



STATE PARKING

8,800

PARKING SPACES IN
GOVERNMENT COMPLEX

26

DECKS/LOTS



MOTOR FLEET

7,900+

STATE-OWNED
VEHICLES DRIVE

105 EVs

(1.3% OF FLEET)

96

MILLION MILES ANNUALLY



WOMEN & YOUTH

\$28 M

TO FIGHT
DOMESTIC VIOLENCE &
SEX ASSAULT

70 K SURVIVORS OF
HUMAN TRAFFICKING,
FAMILY & SEX
VIOLENCE HELPED



86

INTERSHIPS

FACILITIES

150+

STATE-OWNED BUILDINGS
MAINTAINED
(7M+ sq feet of property)



MAIL SERVICE

7+ M

LETTERS/PACKAGES
DELIVERED ANNUALLY

36

DAILY ROUTES

26,642

TRIPS BY MEDICAL
COURIER SERVICE



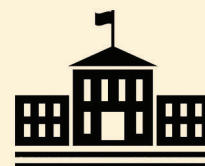
NON-PUBLIC EDU

~900

PRIVATE
SCHOOLS

165 K

STUDENTS



136 K

HOME SCHOOL
STUDENTS

