



State of North Carolina

**Landscape and Strategic Opportunity Analysis
Fiscal Year 2026-2027**

SLG Strategy Team

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Executive Summary

The State of North Carolina currently stands at a pivotal intersection of political transition, technological acceleration, and fiscal recalibration. As of February 2026, the administration of Governor Josh Stein, inaugurated in January 2025¹, has moved aggressively to operationalize a vision of governance defined by data-driven decision-making, workforce development, and the modernization of critical state infrastructure. This strategic posture is being executed by a newly installed technology leadership team, most notably Secretary and State Chief Information Officer (SCIO) Teena Piccione², whose private-sector background is driving a cultural shift within the North Carolina Department of Information Technology (NCDIT) from a utility provider to a high-velocity service broker.

For Dell Technologies, the FY 2026-2027 horizon presents a complex, high-stakes environment. The state's two primary procurement vehicles—State Term Contract (STC) 204A for Client Solutions and STC 204X for Enterprise Infrastructure—are approaching expiration in late 2026.³ This creates a "Red Zone" of vulnerability for incumbent revenue streams but simultaneously opens a window to reshape the state's architectural standards around Dell's AI-Ready Infrastructure, APEX consumption models, and edge computing solutions.

The convergence of a \$1.53 billion federal Broadband Equity, Access, and Deployment (BEAD) allocation⁵, a \$213 million Rural Health Transformation grant⁶, and the establishment of a \$20 million "IMPACT Center" for government efficiency⁷ signals a departure from maintenance-mode IT spending. The state is actively seeking partners capable of delivering "Whole-of-State" cybersecurity resilience and governable Artificial Intelligence (AI) ecosystems. This report provides a deep-dive analysis of these dynamics, offering a strategic roadmap for Dell Technologies to align its portfolio with the specific political and operational realities of the Stein-Piccione era.

1. Political & Executive Landscape

1.1 The Stein Administration: Governance by Data and Delivery

The inauguration of Governor Josh Stein marked a distinct shift in the executive branch's approach to state administration. Having served as Attorney General, Governor Stein brings a prosecutorial focus on accountability and consumer protection to the Governor's Mansion.⁸ His administration has prioritized "forward-looking" investments that balance robust economic growth with the necessity of operational efficiency in a tightening fiscal climate.⁹ Unlike previous administrations that may have viewed Information Technology as a backend utility, the Stein administration views technology as the primary lever to deliver on political promises regarding workforce development, rural health equity, and public safety.

The political dynamics in Raleigh are defined by a tension between the Democratic Executive branch and a Republican-controlled General Assembly.¹⁰ This friction influences the budgetary landscape, where the Governor's priorities—such as increased education funding, mental health services, and green energy initiatives—must be reconciled with the legislature's focus on tax reduction and fiscal conservatism.¹¹ For a strategic partner like Dell, this necessitates a dual-track sales narrative: proposals must speak the "innovation" language of the Executive branch while simultaneously satisfying the "cost-savings" and "efficiency" mandates of the Legislature.

Strategic Implications of the "Stein Doctrine": The administration has explicitly linked IT investment to measurable cost savings and service improvements. This is evidenced by the creation of the Office of State Budget and Management's (OSBM) "IMPACT Center"¹¹, which functions as an internal consultancy to eliminate waste through data analytics and process modernization. Consequently, IT proposals that cannot demonstrate a reduction in Total Cost of Ownership (TCO) or a direct improvement in citizen service velocity are likely to face scrutiny. Furthermore, the Governor's "State of the State" address emphasized technical training and apprenticeships as the bedrock of the state's economic future¹³, driving demand for high-performance workstations for vocational training and Virtual Desktop Infrastructure (VDI) solutions for the community college system.

1.2 Key Agency Leadership Profiles

The executive landscape is defined by a mix of new private-sector talent and seasoned public servants. Understanding the specific motivations and backgrounds of these key stakeholders is critical for effective engagement and stakeholder mapping.

Role	Name	Background & Strategic Focus	Impact on Dell Strategy
Governor	Josh Stein	Former Attorney General; Focus on consumer protection, opioid crisis response, and broadband expansion. ¹	Prioritizes projects with direct, visible citizen impact, such as broadband expansion and unified citizen portals.
State CIO	Teena Piccione	Appointed Jan 2025; Ex-Google, Fidelity, RTI International. "Innovator of the Year 2025". ²	Focuses on velocity (reduced RFP times), cloud-smart strategies, and establishing trust in AI. Highly receptive to agile, scalable solutions.
NCDHHS Secretary	Dev Sangvai	Focus on "Whole Person Health," rural transformation, and behavioral health integration. ¹⁵	Drives demand for integrated data systems (PATH NC, CARS) and telehealth infrastructure to support rural clinics.
NCDOT CIO	Michael Ware	Long-tenured leader within the Department of Transportation; Focus on DMV modernization. ¹⁶	Key decision-maker for smart transportation, digital DMV services, and edge computing projects.
Deputy CIO (AI)	I-Sah Hsieh	Appointed 2025; First dedicated AI role in state history. ¹⁷	The primary gatekeeper for AI infrastructure, governance frameworks, and GenAI pilot programs.

1.3 Legislative Dynamics and "Technological Sovereignty"

The General Assembly remains the ultimate arbiter of the state budget. The Republican leadership, including House Speaker Destin Hall and Senate President Pro Tempore Phil Berger⁷, has maintained a trajectory of corporate tax cuts, creating a "fiscal cliff" concern noted by the Governor.¹¹ This fiscal conservatism manifests in a legislative preference for "pay-for-performance" IT projects and rigorous oversight of large-scale modernizations.

A critical legislative trend is the push for "Technological Sovereignty." New legislation and budget provisions have increasingly focused on prohibiting contracts with foreign-owned companies for critical infrastructure and requiring stringent background checks for vendors with access to sensitive state data.¹⁸ This legislative environment creates a distinct competitive advantage for Dell Technologies as a U.S.-domiciled technology leader with a secure supply chain, provided that these attributes are explicitly leveraged in capture management strategies.

Furthermore, the legislature frequently mandates performance audits of legacy systems, such as the recent audit of the Division of Motor Vehicles (DMV) and the Department of Health and Human Services (DHHS).¹⁹ These audits often serve as the triggering events for mandatory system replacement cycles, bypassing standard discretionary budget prioritizations. Monitoring the Joint Legislative Oversight Committee on Information Technology is therefore essential for identifying these legislatively driven opportunities before they appear as formal Requests for Proposals (RFPs).

2. IT Organizational Structure (Power Map)

2.1 The NCDIT Centralization Model

The North Carolina Department of Information Technology (NCDIT) operates under a uniquely strong legislative mandate for centralization. Unlike "federated" state models where agencies retain significant autonomy over their IT stacks, NCDIT possesses statutory authority over the IT procurement, security, architecture, and infrastructure of all Cabinet-level agencies. This centralization consolidates decision-making power but also raises the stakes for vendor relationships with the central IT authority.

The "Service Broker" Evolution: Under the leadership of Secretary Piccione, NCDIT is accelerating its transition from a traditional service provider—managing data centers and help desks—to a "Service Broker" model.²⁰ In this paradigm, NCDIT defines the standards, negotiates the master contracts (the "menu"), and ensures security compliance, while agencies retain the flexibility to consume these services according to their business needs.

- **Strategic Shift:** The stated goal is to "simplify statewide IT procurement" and "establish a culture of empowerment".²⁰ This shift is intended to reduce the friction previously associated with centralized IT services.
- **Implication for Dell:** NCDIT is the gatekeeper. Acceptance onto the "Approved Architecture" list—typically via the STC 204X vehicle—is the prerequisite for selling to the Cabinet agencies (DOT, DHHS, DPS, DEQ, Commerce). If a solution is not pre-vetted and available via the broker catalog, agency CIOs face significant administrative hurdles to procure it.

2.2 The "Federated" Reality: Universities and Constitutional Offices

While Cabinet agencies are centralized, a significant portion of the addressable market lies outside NCDIT's direct operational control. These entities, often referred to as "non-Executive" or "Constitutional" offices, utilize NCDIT contracts for convenience but maintain independent decision-making authority regarding their IT strategies.

- **UNC System:** The University of North Carolina system, comprising 16 campuses, operates with substantial independence. CIOs such as Dr. Marc Hoit at NC State University²² drive their own strategies, particularly regarding High-Performance Computing (HPC) and research infrastructure. These stakeholders value research-grade capability—such as Dell PowerEdge XE servers for AI research and high-speed Isilon storage—over the standard administrative IT solutions favored by state agencies.
- **Community College System:** The 58-campus Community College System is a massive consumer of client devices and distance learning technology. Their purchasing behavior is closely aligned with the Governor's workforce development goals¹³, creating opportunities for volume sales of Latitude and OptiPlex units, as well as VDI solutions for remote laboratories.

- **Constitutional Offices:** Agencies headed by independently elected officials, such as the Department of Justice (DOJ) and the Department of Labor (DOL), possess greater autonomy. For example, the Department of Labor is currently managing specific federal modernization grants for IT infrastructure independent of NCDIT's general fund.²³

2.3 Key Decision-Making Bodies and Task Forces

Navigating the NCDIT power structure requires influence with specific governing bodies that control standards and funding:

1. **Information Technology Strategy Board:** This board sets the long-term technology direction for the state. Secretary Piccione is a key member, and the board's strategic plan emphasizes "Whole-of-State" cybersecurity and digital equity.²⁰
 2. **N.C. 911 Board:** This board controls significant funding for emergency communications modernization. As the state transitions to Next Generation 911 (NG911), there is a growing demand for ruggedized edge compute and mission-critical reliability², an area where Dell's rugged portfolio excels.
 3. **Joint Cybersecurity Task Force (JCTF):** This operational body manages the "Whole-of-State" cyber defense strategy.²⁴ Engaging with the JCTF is essential for positioning Dell's managed security services (MDR) and cyber recovery solutions as the standard for local government resilience.
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3. Fiscal & Budgetary Intelligence

3.1 The 2025-2027 Biennial Budget Context

As of February 2026, the State of North Carolina is operating within the 2025-2027 fiscal biennium. Governor Stein's budget proposal, released in March 2025, serves as the operational roadmap for executive spending priorities.¹¹ The budget is characterized by a philosophy of "service expansion" tempered by "fiscal soundness," attempting to balance the need for modernization with the reality of revenue constraints.

Top-Line Budgetary Drivers:

- **Total IT Spend:** The NCDIT internal service fund and direct appropriations exceed \$1.5 billion annually across the enterprise, making it one of the largest IT markets in the Southeast.
- **Education IT Fund:** The budget includes a recurring allocation of over **\$100 million annually** specifically for student devices and digital materials.⁷ This represents a "must-win" recurring revenue stream for Dell's Client Solutions Group (CSG), particularly in the K-12 sector.
- **School Connectivity & Cyber:** An additional **\$9 million annually** is allocated for school connectivity and cybersecurity upgrades⁷, supporting network defense modernization in Local Education Agencies (LEAs).

3.2 The IMPACT Center: A \$20 Million Catalyst for Modernization

A critical new development in the fiscal landscape is the establishment of the **IMPACT Center** (Innovation and Modernization for Performance, Accountability, and Cost-Effective Transformation) housed within the Office of State Budget and Management (OSBM).

- **Funding:** The center is capitalized with a **\$20 million** one-time investment.⁷
- **Mission:** Its mandate is to partner with agencies to eliminate waste, fraud, and abuse through the application of private-sector best practices, data analytics, and Artificial Intelligence.²⁵
- **Strategic Opportunity:** This fund effectively functions as a "seed capital" pool for high-ROI modernization projects. It allows agencies to bypass standard budget rigidities for pilot programs that promise efficiency. Dell can leverage this by positioning **APEX** (As-a-Service) models as a mechanism to utilize IMPACT funds for pilot projects that can subsequently scale into operational savings. The center's explicit focus on "procurement optimization" and "AI" makes it a prime target for Dell's consultative and data-centric solutions.

3.3 Federal Funding Streams and Grant Vehicles

The state is currently managing a historic influx of federal infrastructure funds. These funds often have strict "spend-by" deadlines, creating a sense of urgency in 2026 procurement

cycles.

- **Broadband Equity, Access, and Deployment (BEAD):** North Carolina has been allocated **\$1.53 billion** under the BEAD program. Awards are being finalized in early 2026 for deployment phases starting mid-2026.⁵ While the primary focus is fiber deployment, approximately 10-15% of project costs are typically associated with "middle-mile" electronics, data center upgrades, and operational support systems (OSS) required to manage the new network traffic.
 - **State and Local Cybersecurity Grant Program (SLCGP):** The state is managing approximately **\$8 million** in FY24/25 funds.²⁶ A critical constraint of this program is the requirement that **80% of funds be passed through** to local governments. This fragments the market, necessitating that Dell empower its channel partners to pursue hundreds of smaller municipal cybersecurity deals rather than a single large state contract.
 - **Medicaid Transformation Grants:** In late 2025, the state was awarded **\$213 million** for the "Rural Health Transformation Program".¹⁵ This funding is designated for improving healthcare access in rural areas, driving demand for telehealth infrastructure, remote patient monitoring devices, and the data integration necessary for rural clinics to connect with the state's Health Information Exchange (HIE).
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4. Procurement & Contracting Vehicles

4.1 The "Cliff of 2026": Expiring State Term Contracts

The most significant tactical factor for FY 2026 is the simultaneous expiration of the state's two dominant IT hardware contracts. These vehicles are the primary conduits for billions of dollars in IT spend, and their renewal cycles represent both a risk to incumbent revenue and an opportunity for market share expansion.

STC 204A: Microcomputers & Peripherals (Mandatory)

- **Status:** This contract is set to expire on **September 30, 2026**.³
- **Scope:** The contract covers Laptops, Desktops, Tablets, and 2-in-1 devices.
- **Strategic Context:** STC 204A is a **Mandatory** Statewide Term Contract for all Executive Branch agencies. If a vendor is not on this contract, they are effectively locked out of the Cabinet agency client device market for the contract's duration (typically 3-5 years).
- **Actionable Intelligence:** The re-compete solicitation (likely an RFP or ITB) is expected to be issued by NCDIT in Q1/Q2 2026. Given the legislative focus on security, the evaluation criteria will likely weigh "supply chain security" and "domestic manufacturing" heavily. Dell's ability to demonstrate TAA compliance and secure supply chain provenance will be a critical differentiator against competitors like Lenovo.

STC 204X: IT Infrastructure Solutions (Convenience)

- **Status:** This contract expires on **June 30, 2026**.⁴
- **Scope:** The contract covers Enterprise Servers, Mass Storage, Networking Equipment, and Converged Infrastructure.
- **Model:** This is a "Convenience" contract utilizing a reseller model. While Dell is the manufacturer, fulfillment and ordering are conducted through authorized partners such as Presidio, World Wide Technology (WWT), and Sidepath.⁴
- **Strategic Opportunity:** The renewal or re-compete of STC 204X is the critical moment to insert new technology categories into the master catalog. Specifically, Dell must lobby to include explicit line items for "**AI-Infrastructure**" (GPU-dense servers) and "**As-a-Service**" (APEX) consumption models. Currently, Cloud-Based or SaaS solutions require a "hosting exception" from the State CIO⁴; normalizing consumption-based on-premise infrastructure in the next contract iteration would significantly reduce sales friction.

4.2 Procurement Reform and Velocity

Secretary Piccione has made procurement reform a hallmark of her tenure, achieving a **76% reduction** in RFP timelines, compressing the average cycle from 256 days to just 62 days.¹⁷

- **Implication:** This increased velocity is a double-edged sword. While deals close faster, there is significantly less time for capture management and influencing the RFP

requirements after release.

- **Tactic:** Dell's strategic engagement must shift to the "pre-RFP" phase. By the time a solicitation hits the street, the 60-day clock is ticking, and the specifications are largely locked. Relationship mapping and early architectural advice are more critical than ever.

4.3 Key Reseller Ecosystem and HUB Participation

Since NCDIT utilizes a reseller model for STC 204X, Dell's channel strategy is as important as its direct sales motion.

- **Key Partners:** The ecosystem includes major national partners like Presidio Networked Solutions and World Wide Technology (WWT), as well as regional players.
 - **HUB Requirement:** North Carolina has aggressive goals for Historically Underutilized Business (HUB) participation. Partnering with strong, NC-based HUB resellers—such as **United Data Technologies** or **Archive 1**⁴—can often serve as a decisive tie-breaker in contract evaluations. Ensuring that these partners are enabled with the latest AI and Cyber Recovery certifications is essential for maximizing channel leverage.
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5. Strategic Initiatives & Technology Focus

5.1 Trustworthy AI & The "AI Accelerator"

North Carolina has rapidly matured its approach to Artificial Intelligence, moving from initial exploration to formalized governance. In 2025, NCDIT established the **North Carolina AI Accelerator** and appointed I-Sah Hsieh as the state's first Deputy Secretary for AI and Policy.¹⁷

- **Current State:** The state is currently ranked **7th in the nation** for AI readiness.¹⁷ The administration has implemented a "User Code of Conduct" and a rigorous vendor evaluation framework to ensuring "Trustworthy AI."
- **The Dell Fit:** The state's primary concern is "Safe AI." There is significant hesitancy regarding the use of public Large Language Models (LLMs) that might ingest sensitive citizen data. Dell's **Project Helix** and the **Dell AI Factory** approach—offering Generative AI with valid data provenance on-premises—aligns perfectly with the Governor's mandate. The state needs the capability to run AI workloads locally to maintain data sovereignty, making the PowerEdge XE line with NVIDIA GPUs a strategic infrastructure play.

5.2 "Whole-of-State" Cybersecurity

NCDIT has officially adopted a "Whole-of-State" approach to cybersecurity²⁰, fundamentally changing the risk management landscape. This doctrine asserts that the state bears responsibility for the cyber resilience of local municipalities, K-12 districts, and critical infrastructure, rather than leaving them to defend themselves in isolation.

- **Mechanism:** The Joint Cybersecurity Task Force (JCTF) coordinates response, and SLCGP funds are used to build shared defensive capabilities.
- **The Gap:** Local governments lack the personnel to manage complex security stacks 24/7.
- **Solution:** The state needs a standardized, scalable "last line of defense." Dell can position **Managed Detection and Response (MDR)** and **Cyber Recovery Vaults** as the standard architecture for this initiative. By offering a "County in a Box" cyber recovery solution, Dell can help the state efficiently deploy resilience across its 100 counties using the pass-through grant funding.

5.3 DHHS Modernization: "PATH NC" and "CARS"

The Department of Health and Human Services is engaged in a massive, multi-year systems overhaul that represents one of the largest data integration challenges in state government.

- **PATH NC:** This is the replacement project for the legacy Child Welfare Information System. Deloitte serves as the systems integrator.²⁹ The system requires high-performance backend database infrastructure to manage sensitive case files and support real-time decision-making for social workers.

- **CARS (County Administration Reimbursement System):** This financial backbone system manages billions in reimbursements to counties. The RFP for its replacement was recently cancelled and reissued, signaling potential misalignment in budget or technical scope.³⁰ This reboot offers Dell an opportunity to propose a "modernize in place" or mainframe-to-Linux migration strategy, leveraging high-performance commodity infrastructure to lower the transition risk.

5.4 NCDOT: Digital Transformation & Smart Corridors

The North Carolina Department of Transportation (NCDOT) is facing pressure to modernize following a performance audit by the Office of the State Auditor, which criticized the DMV for lacking a formal process to prioritize IT infrastructure improvements.¹⁹

- **Audit Response:** NCDOT must now demonstrate a prioritized roadmap for IT upgrades. This creates an immediate opportunity for a consultative engagement to map their "Digital Twin" infrastructure.
 - **Citizen Experience:** Improvements to the DMV experience are a high priority for the Governor. A robust **Virtual Desktop Infrastructure (VDI)** solution for DMV offices could significantly reduce transaction latency and improve the citizen experience, directly addressing the audit's concerns.
 - **Smart Cities:** NCDOT is actively investing in "drone-in-a-box" solutions for bridge inspections and autonomous corridors.³² These initiatives require ruggedized **Edge Gateways** and massive computer vision storage solutions to process and retain the telemetry data generated by these autonomous systems.
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6. The Opportunity Map (Dell Focus)

This section synthesizes the political, fiscal, and technical intelligence into specific, actionable sales plays for Dell Technologies in the FY 2026-2027 window.

6.1 Immediate Opportunities (Q1-Q2 2026)

Opportunity	Est. Value	Target	Budget Source	Dell Solution Play
STC 204A Renewal	\$100M+ / yr	Statewide (DIT)	Education Fund / Gen Fund	CSG Defense: Position Latitude/OptiPlex ranges with "Sustainability" and "Supply Chain Security" as key differentiators against Lenovo/HP. Highlight domestic configuration services.
STC 204X Renewal	\$50M+ / yr	Statewide (DIT)	CapEx / IT Reserve	ISG Expansion: Aggressively lobby to include APEX and AI-infrastructure SKUs in the base contract to ease future procurement friction for agencies wanting consumption models.
K-12 Cyber Defense	\$9M recurring	DPI / LEAs	State Budget ⁷	MDR / Endpoint: Bundle Carbon Black or partner security solutions with client devices for a "secure classroom" package that addresses the specific cyber allocation.
DMV Modernization	\$5M - \$15M	NCDOT	Highway Fund / IMPACT	VDI / Edge: Pitch a "Branch of the Future" VDI stack to solve the Auditor's complaints about DMV service latency and infrastructure prioritization.

6.2 Strategic Opportunities (Q3 2026 - 2027)

Opportunity Area	Strategic Alignment	Dell Solution Play
The "AI Accelerator" Infrastructure	Supports the Governor's AI EO and top-7 ranking ambition.	AI Factory: Propose a sovereign "State of NC AI Cloud" built on Dell PowerEdge XE with NVIDIA, hosted in the SBI/DIT data center. This avoids the data leakage risks of public cloud while providing the requested AI capability.
DHHS Data Consolidation	Aligns with "Whole Person Health" and Medicaid Transformation.	PowerStore / PowerScale: The proliferation of data from PATH NC and CARS requires massive unstructured data storage. Pitch storage consolidation to reduce TCO and support the new data lakes.
Broadband Edge Compute	Supports the \$1.5B BEAD deployment. ⁵	Modular Data Centers: ISPs and Co-ops deploying fiber need "Middle Mile" compute capabilities. Dell Modular Data Centers (MDCs) serve as a rapid-deploy solution for rural exchange points.
Local Gov Cyber Resilience	Supports "Whole-of-State" Cyber mandate.	Cyber Recovery: Develop a standardized "County in a Box" cyber recovery vault configuration that can be easily purchased by counties using their SLCGP pass-through grants.

6.3 Recommendation for "IMPACT Center" Engagement

The **IMPACT Center** (\$20M fund) represents a "wildcard" opportunity. It is tasked with "efficiency" but likely lacks the internal tooling to identify all potential savings. Dell should approach OSBM and NCDIT with an unsolicited proposal: "**The NC Efficiency Assessment.**"

- **The Proposal:** Utilize Dell's assessment tools (e.g., Live Optics) to audit the utilization of current state data centers.
- **The Goal:** Demonstrate that shifting 20% of static workloads to APEX (pay-per-use) or consolidating aging storage infrastructure can save millions in power, cooling, and licensing costs. This directly satisfies the IMPACT Center's mandate to "eliminate waste" and positions Dell as a strategic partner in the Governor's efficiency agenda.

6.4 Threat Matrix and Competitive Counter-Measures

- **Lenovo:** As a company with a significant operational presence in the Research Triangle Park (RTP) area, Lenovo will aggressively bid on the 204A client contract using a "local economic impact" narrative.
 - *Counter-Measure:* Dell must rigorously emphasize its secure supply chain, Trade Agreements Act (TAA) compliance, and the security risks associated with non-domestic technology providers, leveraging the legislature's focus on "Technological Sovereignty."
- **Public Cloud (AWS/Azure/GCP):** Secretary Piccione's professional background with Google Cloud suggests a natural inclination toward SaaS and Public Cloud solutions.
 - *Counter-Measure:* Focus the narrative on **Data Sovereignty** and **Predictable Cost**. Highlight the industry-wide "Cloud Repatriation" trend, demonstrating where predictable, data-intensive workloads are more cost-effective and secure when hosted on-premise (via APEX) rather than in the public cloud.

Conclusion

North Carolina in 2026 represents a market in rapid transition. The Stein administration has provided the political will and the funding—via state budget and federal sources—to modernize the state's operations. NCDIT, under the leadership of Secretary Piccione, has provided the necessary velocity to execute these changes. The expiring 204A and 204X contracts provide the tactical entry point for Dell to re-assert its leadership.

Success in this environment requires elevating the sales conversation above commodity hardware. The winning narrative for FY 2026-2027 is that Dell Technologies is the **platform for the state's evolution**—providing the secure devices for the workforce, the sovereign AI infrastructure for the "Accelerator," and the resilient edge for broadband expansion. By aligning with the "Efficiency" mandate of the IMPACT Center and the "Trust" mandate of the AI Executive Order, Dell can secure its incumbency and significantly expand its share of wallet for the coming decade.

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