

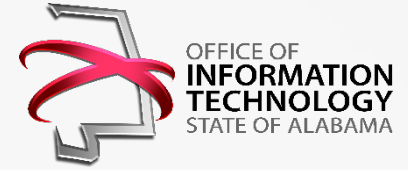


OFFICE OF  
INFORMATION  
TECHNOLOGY  
STATE OF ALABAMA

# Four-Year Strategic Plan FY2026 – FY2029



# Message from the Secretary



**DANIEL URQUHART**

Secretary, State of Alabama OIT

## OIT at the State of Alabama

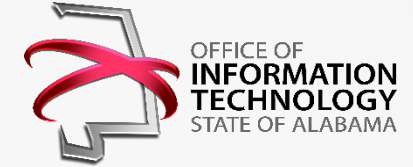
At OIT, we are committed to meeting the ever-growing IT demands of Alabama's numerous agencies, boards, and commissions, which in turn serve the great citizens of our state.

Without question, IT has never been a more essential part of our everyday lives than it is in today's digital world. Almost everything that we encounter on a daily basis – our healthcare, education, work, shopping, travel, entertainment, and so much more – is impacted by IT systems and networks. Therefore, the need for these systems to function efficiently and safely is of the utmost importance.

This is especially true for state government. To effectively serve its citizens, Alabama must be a unified network of state agencies and partners on the cutting-edge of technology and communications. OIT provides this expertise through capable IT governance, strategic planning, and resource utilization.

When the IT requirements of our state and its many interconnected agencies are successfully fulfilled, the people of Alabama are the true beneficiaries. OIT stands ready to meet that important need, both now and in the years ahead.

# OIT's Mission and Guiding Principles



## IT Mission

Lead the strategic IT management of Alabama executive branch digital assets by centralizing agency telecommunications, data, and cybersecurity services with comprehensive governance, cost-effective infrastructure, and enforcement of rigorous policy and standards that enable compatibility, security, and operational excellence.



## Guiding Principles

- **Security-First Governance:** Prioritize protection of State critical infrastructure and data through robust risk management and incident response protocols. Establish and enforce strict cybersecurity governance and operations controls across state agencies to safeguard against evolving threats.
- **Fiscal Responsibility & Efficiency:** Reduce redundant expenditures and maximize the return on IT investments. Aggregate users for cooperative utilization of facilities, manage centralized data centers, and review business cases and cost-benefit analyses for all agency IT initiatives.
- **Interoperability & Standardization:** Ensure that State IT operates as a cohesive unit by defining specifications that assure the compatibility of telecommunications, technology assets, and cybersecurity resources and equipment across the enterprise for a unified and integrated structure rather than siloed systems.
- **Ethical & Responsible Innovation:** Embrace emerging capabilities while adhering to ethical guidelines, security and privacy controls, and ongoing compliance mechanisms. Promote responsible and transparent procurement, development, and use of novel technologies.
- **Collaborative Service:** While maintaining oversight, act as a partner to state agencies by providing approved statewide IT contracts for goods and services, technical assistance, consultation services, planning, and training. Coordinate services to assist agencies in meeting their designated needs while avoiding duplication.



# State of Alabama

# OIT

\$52.5 Billion  
State  
Budget



228 IT  
Contractors  
Utilized  
Statewide

1,300+ Full-  
Time IT  
Employees



160+  
Executive  
Branch  
Agencies



29,000+ State  
Employees



\$69 Million OIT  
Budget



19,000+ Domain Users  
within OIT's Environment



125 Full-Time OIT  
Employees  
(Technical, Admin,  
and Support  
Personnel

28 IT  
Contractors  
Utilized by OIT



200+ Domains  
within OIT's  
Environment



OIT's reporting metrics will help to validate business alignment and success in fulfilling stakeholder needs, as well as demonstrate the progress in achieving our overall strategic goals.

**Stakeholder Facing Metrics\***

**Current Score**

**Target Score**



OIT Goal:  
Trusted Partner

- Increase **overall IT satisfaction**
- Increase satisfaction in **understanding needs** of stakeholders

**78%**

**76%**

**80%**

**80%**



OIT Goal:  
IT Excellence

- Increase satisfaction in **executing requests**
- Increase satisfaction in **effectively communicating** with stakeholders

**73%**

**72%**

**80%**

**80%**



OIT Goal:  
Delivery on IT  
Mandates

- Increase satisfaction in **IT policies**
- Increase satisfaction with **network and voice communication**

**74%**

**94%**

**80+%**

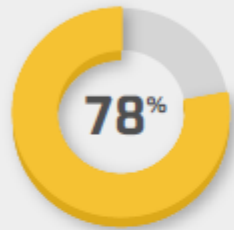
**80+%**

\*Metrics developed using data from NOV 2025 Business Vision Survey

**Metrics and Targets will be set and revisited on achievable one-year improvements for alignment.**

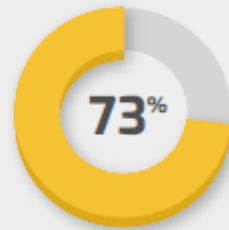
# Improving OIT's maturity required a deeper understanding of our current state.

## IT Satisfaction Scorecard



### IT Satisfaction

Satisfaction with the IT department and its ability to support your needs



### IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing

**76%** **Understands Needs**  
Satisfaction with IT's understanding of your needs.

**73%** **Executes Requests**  
Satisfaction with the way IT executes your requests and meets your needs.

**72%** **Communicates Effectively**  
Satisfaction with IT communication.

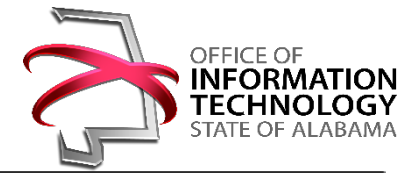
**69%** **Trains Effectively**  
Satisfaction with training quality and timing.

Relationship

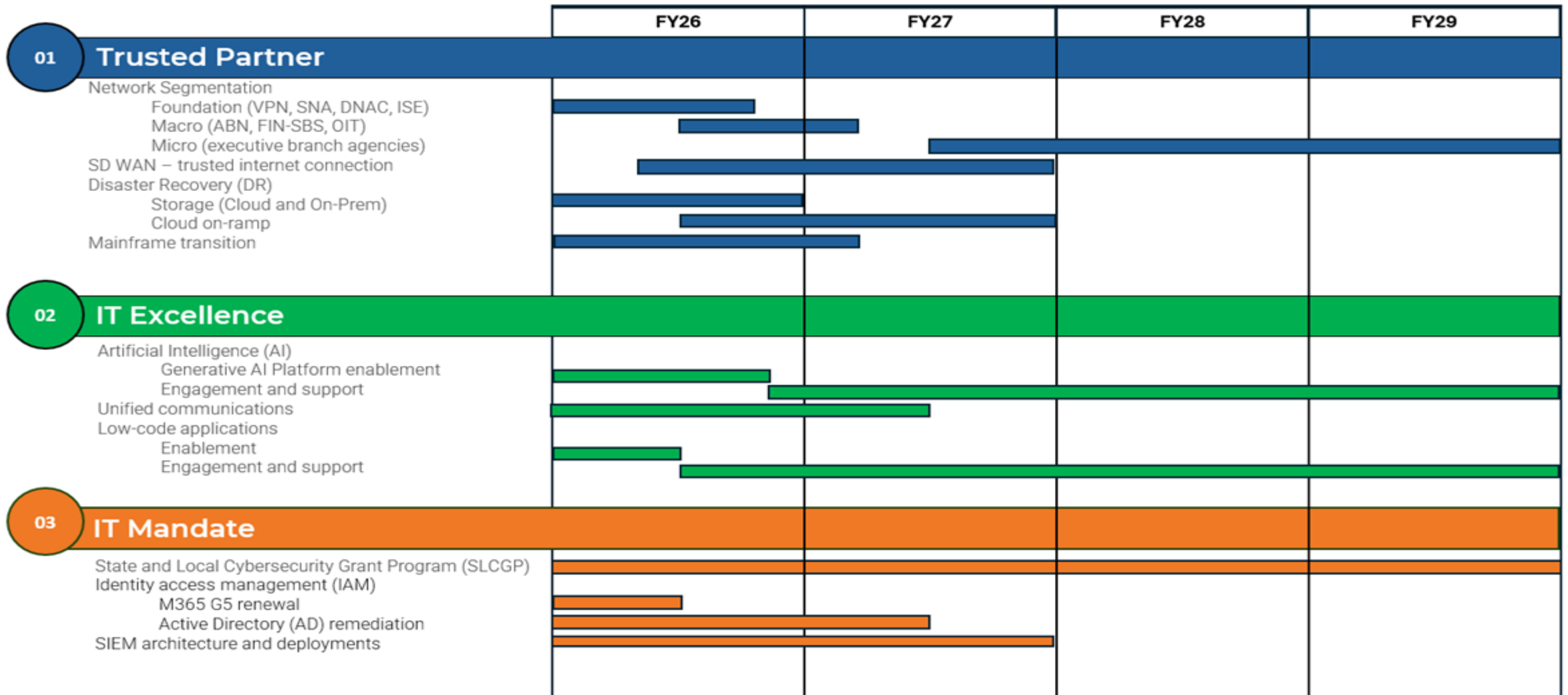
## Business Satisfaction and Importance for Core Services

		Satisfaction	Importance
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	76%	1 <sup>ST</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	94%	2 <sup>ND</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	74%	3 <sup>RD</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	74%	4 <sup>TH</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	77%	5 <sup>TH</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	82%	6 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	76%	7 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	75%	8 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	72%	9 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	78%	10 <sup>TH</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	77%	11 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	67%	12 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	73%	13 <sup>TH</sup>

# OIT Program Goals for FY26-29



## Program Goals Roadmap



# Strategy At-a-Glance



MISSION

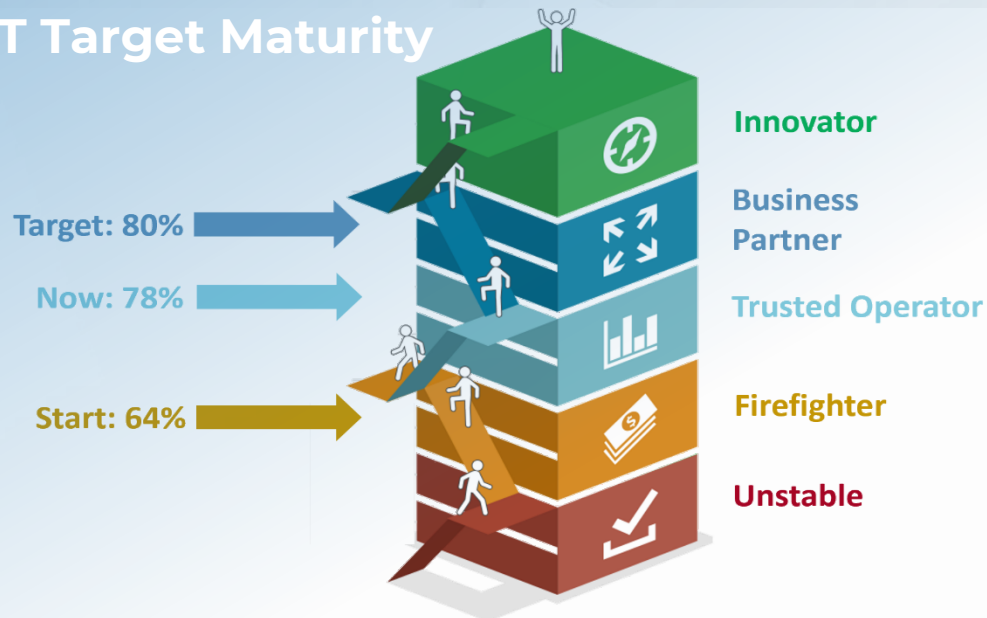
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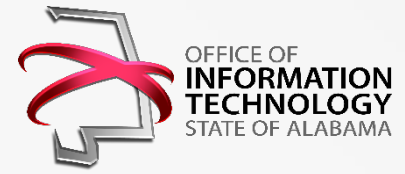
GUIDING PRINCIPLES

- Security-First Governance
- Fiscal Responsibility & Efficiency
- Interoperability & Standardization
- Ethical & Responsible Innovation
- Collaborative Service

## OIT Target Maturity



OIT program goals for FY26-29 will support and improve the delivery of products and services to agency stakeholders and will further OIT's efforts to become a trusted business partner.



### Program Goals Roadmap

	FY26	FY27	FY28	FY29
<b>01 Trusted Partner</b>	[Progress bars for various initiatives]			
<b>02 IT Excellence</b>	[Progress bars for various initiatives]			
<b>03 IT Mandate</b>	[Progress bars for various initiatives]			



OIT Goal:  
Trusted Partner

Stakeholder Facing Metrics*	Current Score	Target Score
<ul style="list-style-type: none"> <li>• Increase overall IT satisfaction</li> <li>• Increase satisfaction in understanding needs of stakeholders</li> </ul>	78% 76%	80% 80%
<ul style="list-style-type: none"> <li>• Increase satisfaction in executing requests</li> <li>• Increase satisfaction in effectively communicating with stakeholders</li> </ul>	73% 72%	80% 80%
<ul style="list-style-type: none"> <li>• Increase satisfaction in IT policies</li> <li>• Increase satisfaction with network and voice communication</li> </ul>	74% 94%	80+% 80+%



OIT Goal:  
IT Excellence



OIT Goal:  
Delivery on IT Mandates