



# Oregon Military Department

## 2027 IT Strategic Plan

Adjutant General Technology

Bradley Melendy, CIO

Last Updated May, 2026

# Message from the OMD CIO



I am pleased to share the progress made in advancing our IT Strategic Plan, guided by the OMD 2030 Strategic Guidance and crafted by valuable insights from our workforce. This plan ensures our IT initiatives fully support the agency's three core strategic efforts around People and Culture, Readiness, and Partnerships. Through collaboration with cross-division leadership, we have built an IT roadmap that enhances digital capabilities while remaining agile for evolving mission needs.

Survey data helped ensure IT investments align with real-world challenges, guiding solutions that enhance AGT's top three goals: collaboration, fostering modernization, and improving end-user satisfaction. Maintaining and refining this plan will be an ongoing effort, allowing us to stay adaptive and forward-thinking, as technology and customer needs evolve.

I appreciate everyone's contributions to this process and look forward to continuing this work together. Our strategic IT direction will support our mission while equipping our teams with the tools they need to succeed. Your continued engagement is essential in shaping a future-ready IT strategy.

A handwritten signature in black ink, appearing to read "Brad Melendy". The signature is fluid and cursive.

Brad Melendy, CIO

## Diversity Equity Inclusion & Belonging

The Oregon Military Department is dedicated to operating an inclusive and diverse agency. We recognize we serve all Oregonians and seek equitable outcomes and accessibility for all.

Technology decisions are weighed and measured with thoughtfulness towards elevating Diversity, Equity, Inclusion, and Belonging.

## The Confederated Tribes of Oregon

We offer gratitude for the land that we operate on. The Oregon Military Department consists of 38 armories, 4 Training sites, and 4 Aviation facilities representing 46 separate locations across the State of Oregon.

The lands we operate from are fundamentally tied to the indigenous people of our state. We respectfully acknowledge and honor the Nine Confederated Tribes of Oregon.

# AGT Supports the Oregon Military Department

## Mission and Vision

### Oregon Military Department

#### Mission

The Oregon Military Department protects Oregonians and defends America by providing a ready force of Citizen-Soldiers, -Airmen, and Civilians, trained and equipped to successfully respond to any contingency.

#### Vision

We are the Service of Choice, admired for our integrity, leadership, and commitment to our communities. We are prepared, trained, and ready to fight and win. We are a Team of Winning Units.

Our mission & vision helped determine AGT's guiding principles

### Adjutant General Technology

#### Mission

AGT delivers resilient, sustainable, and secure technologies to achieve interoperability, information sharing, and unity of effort for OMD and its partners.



#### Vision

To empower the Oregon Military Department with digital transformation.



#### Guiding Principles

**Integrity:** We are transparent and fair.

**Collaborative:** We choose to partner first, to coordinate and leverage efforts. We are interoperable and integrated.

**Secure:** We have a smart, effective, efficient, risk-based approach to security. We are prepared and resilient.

**Innovative:** We provide the information and tools to enable innovative problem solving.

**Diversity, Equity, & Inclusion:** We find strength in our differences and foster a culture of unity.

# IT Strategy Communication

Target Audience	Key Objective	Communication Channels	Communication Plan	Time Requirement
Management	<ul style="list-style-type: none"> <li>• Prioritization of Objectives</li> <li>• Project Performance</li> </ul>	PDF Document through Email	OMD Director Meetings	Semi-annually
Employees	<ul style="list-style-type: none"> <li>• Strategy Awareness</li> <li>• Strategy Acceptance</li> </ul>	Internal OMD Employee Onboarding	Email	TBD Based On Significant Updates
EIS Partners	<ul style="list-style-type: none"> <li>• OMD Strategy Awareness</li> <li>• Strategy Alignment</li> </ul>	PDF Document through Email	ASCIO Meetings	Semi-annually

The AGT Strategic Plan will be reviewed annually with all stakeholders and revised accordingly.

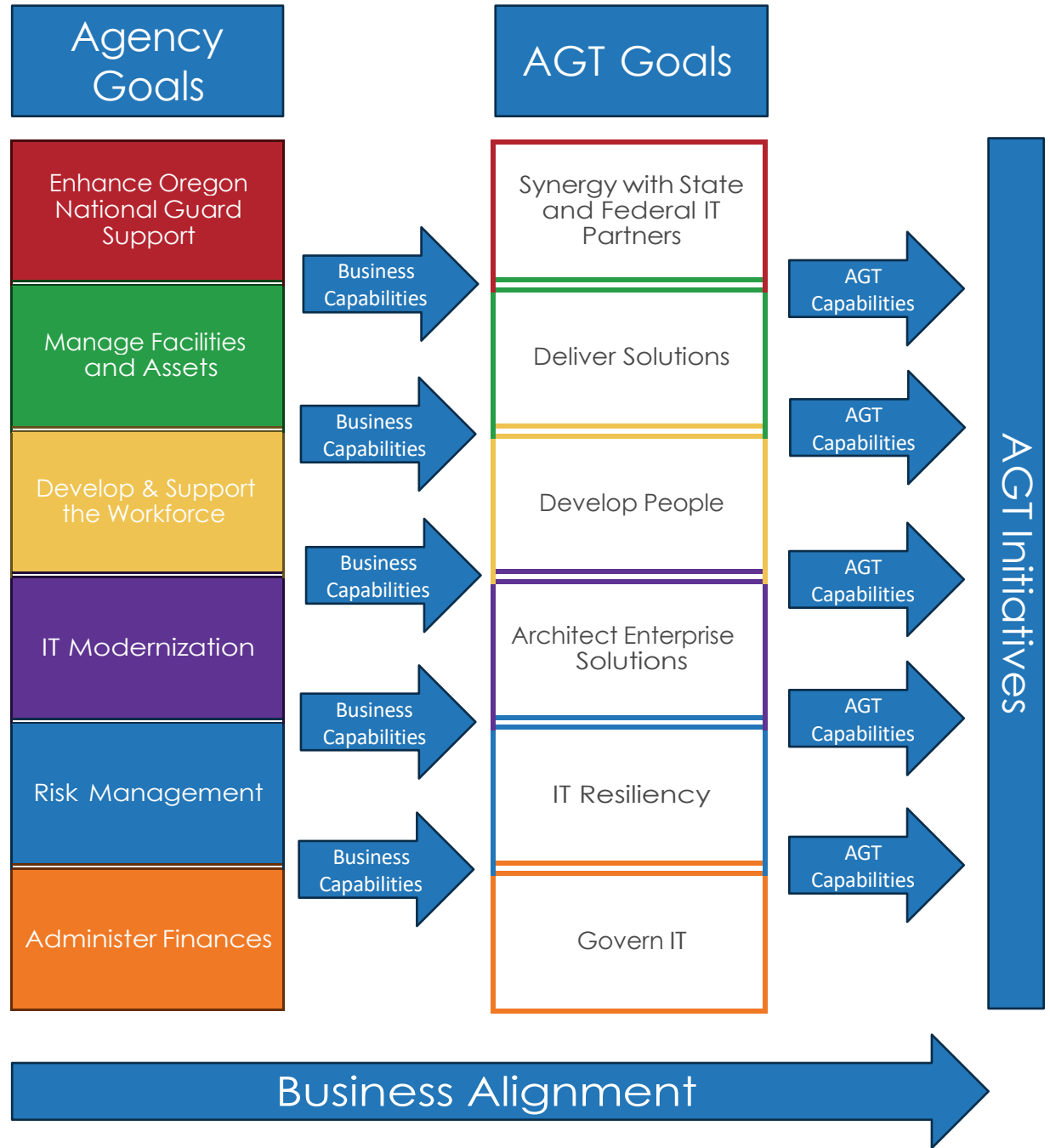


### AGT Vision

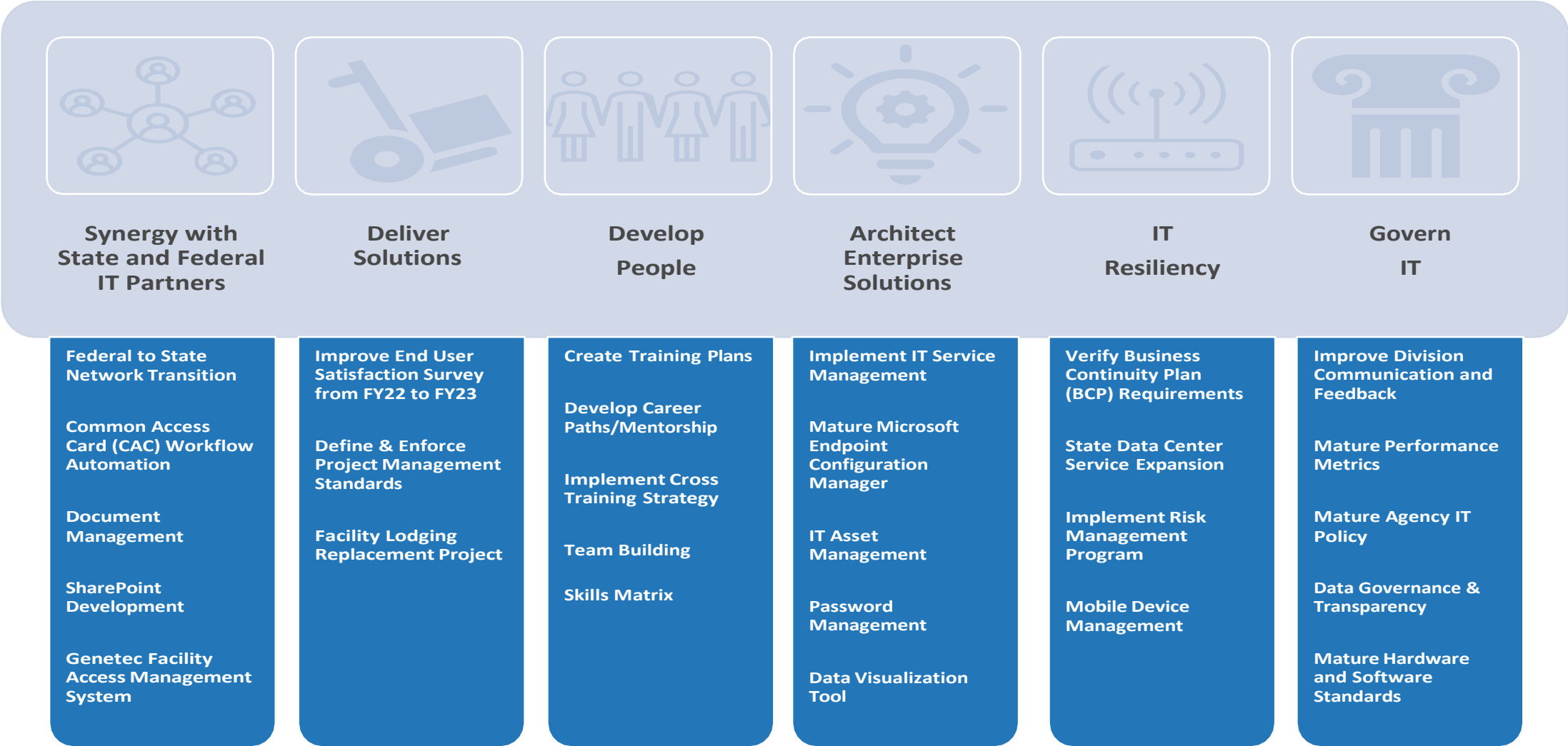
To empower the Oregon Military Department with digital transformation.

### AGT Mission

Deliver resilient, sustainable, and secure technologies to achieve interoperability, information sharing, and unity of effort for OMD and its partners.



# AGT Strategic Initiatives



# All Business Initiatives are Supported by AGT Initiatives

Business Initiative	IT Initiative
Improve recruiting and retention rates for both Army and Air National Guard	<ul style="list-style-type: none"> <li>• SharePoint Development</li> <li>• Federal to State Network Transition</li> </ul>
Have 80% of facilities "Adequate or better" condition on the Installation Status Report (ISR)	<ul style="list-style-type: none"> <li>• Data Visualization Tool</li> </ul>
Receive reimbursement for a SF-270 within 30 days of the Federal Program Manager receiving the document	<ul style="list-style-type: none"> <li>• Document Management</li> </ul>
Facility Reservation System Replacement	<ul style="list-style-type: none"> <li>• Facility Reservation Replacement Project</li> </ul>
Reduce levels of deferred maintenance	<ul style="list-style-type: none"> <li>• Data Visualization Tool</li> </ul>
Lenel Replacement	<ul style="list-style-type: none"> <li>• Genetec Facility Access Management System</li> </ul>
Data sharing with agency Army and Air partners	<ul style="list-style-type: none"> <li>• Federal to State Network Transition</li> <li>• SharePoint Development</li> <li>• CAC Digital Workflow Approval Path</li> <li>• Data Governance &amp; Transparency</li> <li>• Document Management</li> </ul>
Recruitment outreach in underserved population areas throughout Oregon	<ul style="list-style-type: none"> <li>• Mature Hardware &amp; Software Standards</li> </ul>
Business Process Automation	<ul style="list-style-type: none"> <li>• Document Management</li> </ul>
Develop Risk Registers	<ul style="list-style-type: none"> <li>• Mature Agency IT Policy</li> </ul>

# IT Satisfaction Scorecard Trends

## Agency Feedback – 2023



## Agency Feedback – 2024



# IT Satisfaction Scorecard Trends

## Agency Core Services Satisfaction - 2023

		Satisfaction	Importance
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	81 <sup>st</sup> Up 16% from last year	5 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	78 <sup>th</sup> Up 12% from last year	5 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	76 <sup>th</sup> Up 21% from last year	13 <sup>TH</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	76 <sup>th</sup> Up 11% from last year	3 <sup>RD</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	74 <sup>th</sup> Up 21% from last year	12 <sup>TH</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	73 <sup>th</sup> Up 15% from last year	8 <sup>TH</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	73 <sup>th</sup> Up 6% from last year	2 <sup>ND</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	72 <sup>nd</sup> Up 21% from last year	4 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	71 <sup>st</sup> Up 10% from last year	1 <sup>ST</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	70 <sup>th</sup> Up 5% from last year	11 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	67 <sup>th</sup> Up 17% from last year	7 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	65 <sup>th</sup> Up 13% from last year	9 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	60 <sup>th</sup> Up 9% from last year	10 <sup>TH</sup>

## Agency Core Services Satisfaction - 2024

		Satisfaction	Importance
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	83 <sup>rd</sup> Up 13% from last year	9 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	80 <sup>th</sup> Up 2% from last year	6 <sup>TH</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	79 <sup>th</sup> Up 6% from last year	5 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	78 <sup>th</sup> Up 2% from last year	13 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	78 <sup>th</sup> Down 3% from last year	3 <sup>RD</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	75 <sup>th</sup> Up 3% from last year	4 <sup>TH</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	69 <sup>th</sup> Down 7% from last year	2 <sup>ND</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	69 <sup>th</sup> Down 4% from last year	7 <sup>TH</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	66 <sup>th</sup> Down 8% from last year	11 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	65 <sup>th</sup> Down 6% from last year	1 <sup>ST</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	64 <sup>th</sup> Down 3% from last year	8 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	63 <sup>th</sup> Down 2% from last year	12 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	57 <sup>th</sup> Down 3% from last year	10 <sup>TH</sup>

# Progress Towards AGT Goals Will Be Judged Against Projected Targets For Three Key Metrics



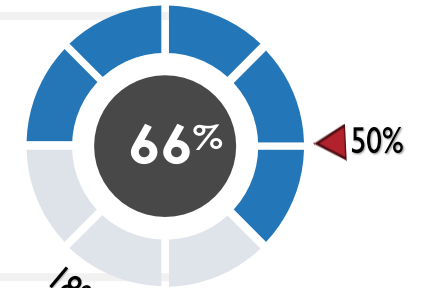
Collaborate with Agency Partners

## Metric

Create intentional business solutions for multi-organization processes  
(Agency Key Performance Measure 1)

## Target

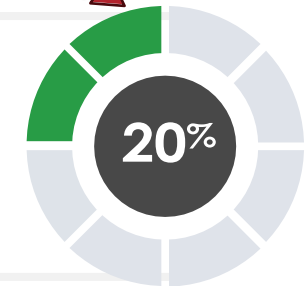
State Active-Duty Packet Processing (JOC & OMD)  
SF270 Processing (USPFO & OMD)  
IT Support (G6 & OMD)



Improve IT Modernization

Automation of SF270 Reimbursement Documentation  
(Agency Key Performance Measure 2, 3, 5)

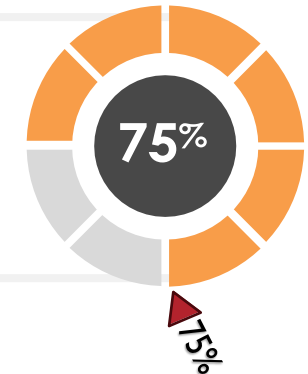
Reduce process steps and improve time to reimbursement within 30 days



Raise End-User Satisfaction to 75%

Overall stakeholder satisfaction  
(Agency Key Performance Measure 9)

Increase CIO Business Vision satisfaction scores in FY26



[Oregon Military Department Key Performance Measures \(KPM\)](#)

# AGT's Key Initiative Plan for 2023 - 2027 Comprises 16 Initiatives and Helps Us Achieve Three Main IT Goals

## Business Value

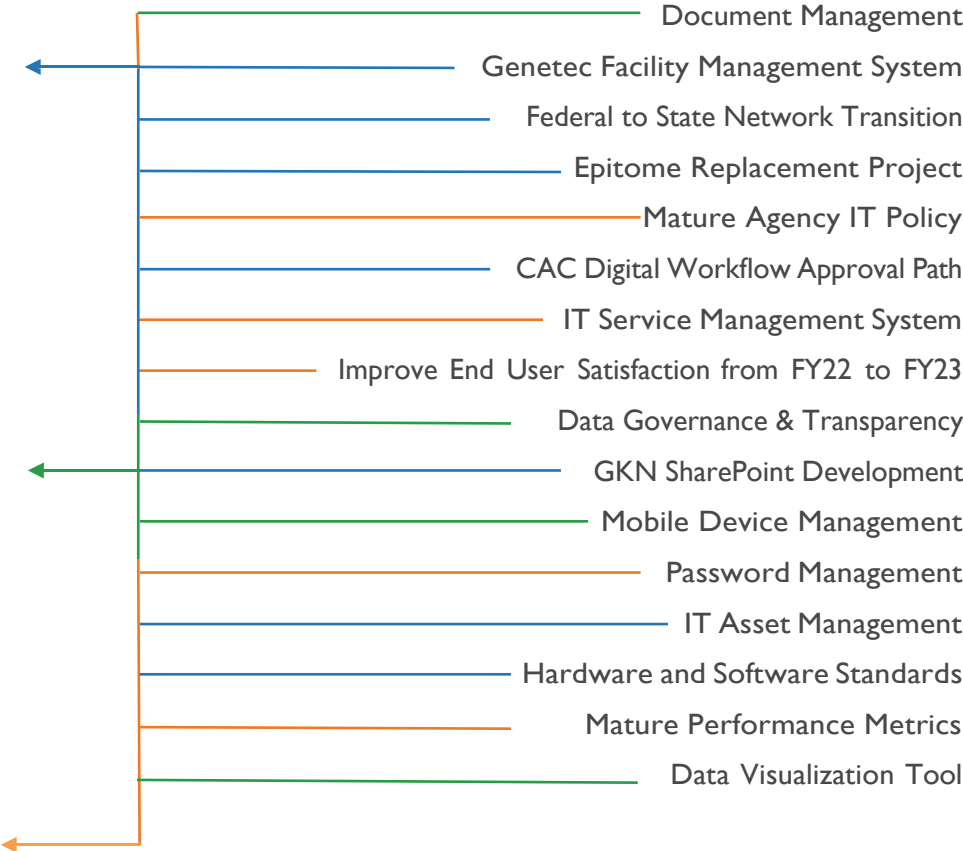
Building strong relationships with the Army and Air National Guard Components and the State Enterprise Information Services.

We will focus on business processes that are manual process heavy or prone for error. We will work to modernize, automate, and digitize those processes where possible.

We will focus on improving our service desk and application service level and measure results using Info-Tech's End-User Satisfaction diagnostic.



## Key IT initiatives by Priority



# Key AGT Initiatives Will Result In a 60-Month Roadmap to Success

## 01 Business Support

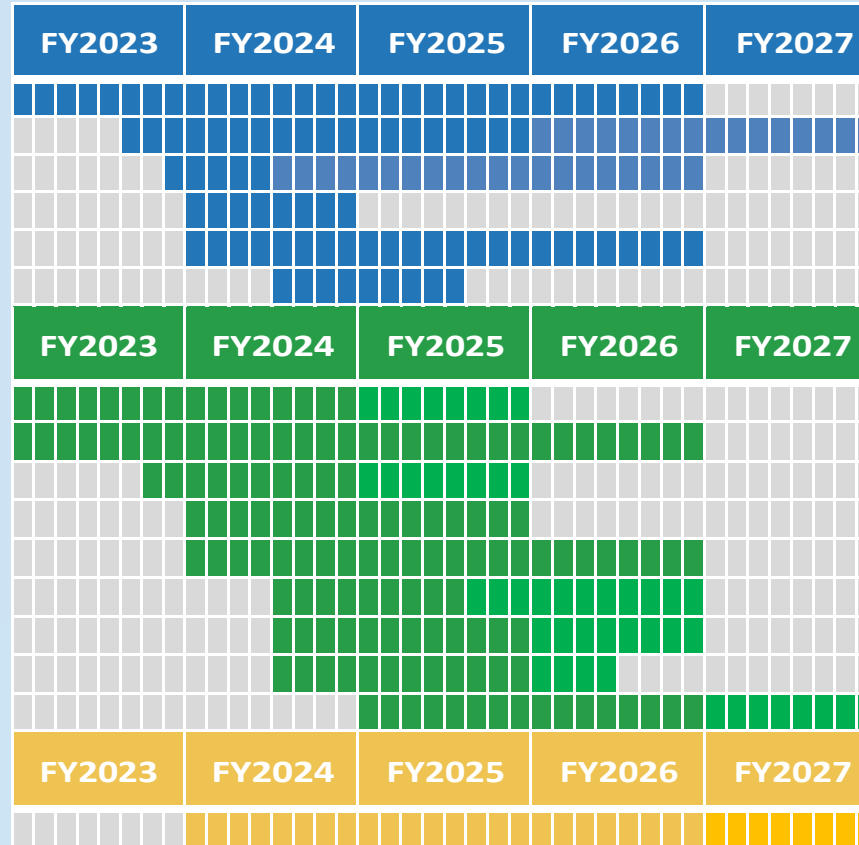
- Federal to State Network Transition
- Genetec Facility Management System
- Epitome Replacement Project (Hoteling Solution)
- CAC Digital Workflow Approval Path
- GKN SharePoint Development
- Data Visualization Tool

## 02 IT Excellence

- Mature Agency IT Policy
- IT Service Management
- Improve End User Satisfaction Survey Results
- Mobile Device Management
- Data Governance & Transparency
- Mature Performance Metrics
- IT Asset Management
- Hardware and Software Standards
- Password Management

## 03 Innovation

- Document Management

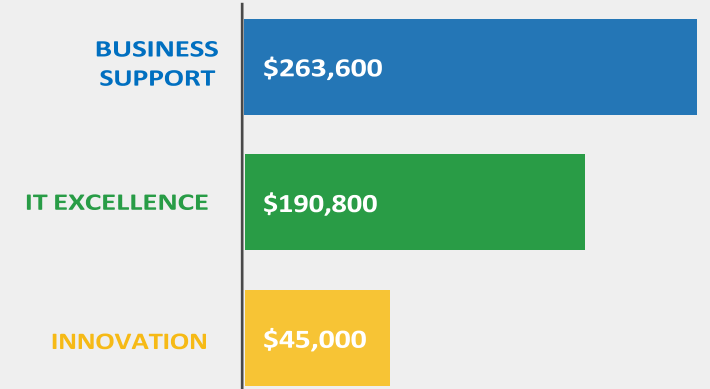


# Key IT Initiatives Estimated Budget Cost

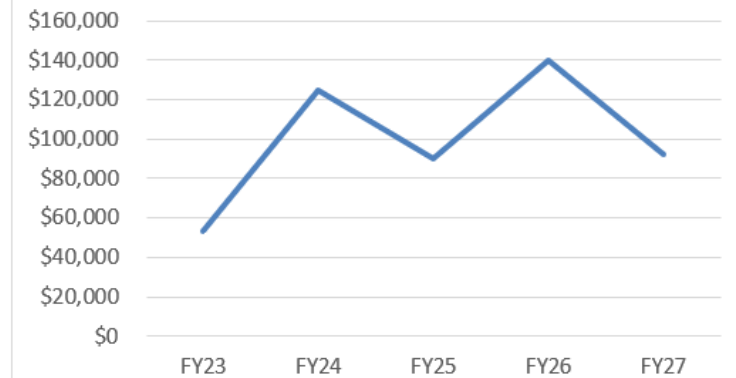
IT Initiatives		FY 23	FY 24	FY 25	FY 26	FY 27
1	Federal to state network transition	\$15,000	\$25,000	\$30,000	\$30,000	\$30,000
2	Genetic facility management system	\$0	\$0	\$20,000	\$20,000	\$20,000
3	Epitome replacement project (Hoteling solution)	\$0	\$0	\$1,800	\$50,000	\$1,800
4	CAC digital workflow approval path	N/A	N/A	N/A	N/A	N/A
5	GKN SharePoint development	\$0	\$2,000	\$0	\$0	\$2,000
6	Data visualization tool	\$0	\$4,000	\$4,000	\$4,000	\$4,000
7	Mature agency IT policy	\$0	\$42,000	\$2,100	\$2,100	\$2,100
8	IT service management	\$38,000	\$11,500	\$9,000	\$9,000	\$9,000
9	Improve end user satisfaction survey results	N/A	N/A	N/A	N/A	N/A
10	Mobile device management	N/A	N/A	N/A	N/A	N/A
11	Data governance and transparency	N/A	N/A	N/A	N/A	N/A
12	Mature performance metrics	N/A	N/A	N/A	N/A	N/A
13	IT asset management	\$0	\$1,500	\$0	\$1,500	\$0
14	Hardware and software standards	N/A	N/A	N/A	N/A	N/A
15	Password management	\$0	\$39,000	\$8,000	\$8,000	\$8,000
16	Document management	\$0	\$0	\$15,000	\$15,000	\$15,000

**Total Cost: \$499,400**

## Spend by category



## 5 Year Plan Spend





# The Path Forward

The 2027 IT Strategic Plan will continue to drive the direction of AGT as it works to execute its mission and vision, while aligning itself with agency strategic developments. Adjustments will be made collaboratively by regularly engaging stakeholders and documenting course corrections.

In support of this, the IT Strategic Plan will be reviewed annually with all stakeholders and revised accordingly until a new plan is developed.



Bradley Melendy

# SWOT: IT implications

## Strengths (Internal)

- Motivated Workforce & Team
- Supportive Workforce & Team
- Executive Support
- Tools & Core Infrastructure to leverage
- Paid Service Provider for many technology stacks (EIS)
- Adaptability

## Weaknesses (Internal)

- Old Technology
- Change resistant
- Staffing/Funding limitations presently (team size)
- Agency staff working across two separate networks

## Opportunities (External)

- Leveraging tools from DoD
- Documentation Management
- EIS – Leveraging EIS to the fullest extent possible
- Leveraging Executive/Business Partners
- Collaboration between G6 & AGT
- Cloud Solutions & Data

## Threats (External)

- Bad Actors/Security Threats
- Legislative Priorities (Mandatory Regulations) changing focus and resources
- DoD – Technology standard changes impact OMD operations

# PESTLE Analysis

Political	<ul style="list-style-type: none"> <li>• Adjutant General is an appointed position from the Governor; Sitting Governor can change the Adjunct General at will.</li> <li>• Open Data &amp; Transparency</li> <li>• Inter-agency Politics &gt; OMD, Air National Guard, Army National Guard, &amp; EIS alignment</li> <li>• Grant &amp; Policy Option Package Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing considerations: Address funding for additional staff; Policy Option Packages</li> <li>• Federal Cooperative Agreements             <ul style="list-style-type: none"> <li>• Appendix 1001</li> <li>• Appendix 1005</li> <li>• Appendix 1040</li> </ul> </li> </ul>	Economic
Social	<ul style="list-style-type: none"> <li>• Agency collaboration with Federal Partners G6 (Army National Guard), A6 (Air National Guard), JOC (Joint Operations Center)</li> <li>• Agency collaboration with State Partners Enterprise Information Services (EIS) and State Interoperability Executive Council (SIEC)</li> </ul>	<ul style="list-style-type: none"> <li>• “Improve End User Satisfaction” Initiative</li> <li>• Data Retention Schedules for all data including historical documents</li> <li>• How Technology awareness and adoption can drive enhanced capabilities and future state</li> </ul>	Technological
Legal	<ul style="list-style-type: none"> <li>• Union Factors – Mobile Device distribution/Multifactor Authentication</li> </ul>	<ul style="list-style-type: none"> <li>• Virtualize servers and leverage State Data Center Services</li> <li>• State Interoperability Executive Council (SIEC) - focus on technology and communication during disasters</li> <li>• Focus on a resilient and mobile workforce adaptable to all environmental factor.</li> </ul>	Environmental