



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
CHIEF INFORMATION OFFICER
SALEM, OREGON



Adjutant General Technology (AGT) Strategic Plan Progress Report 2026

Executive Summary

The Adjutant General Technology (AGT) strategic plan aims to enhance agency partnerships and modernize Information Technology (IT) infrastructure while improving end-user satisfaction. Significant progress continues to be made across multiple initiatives, with some projects reaching completion, while others face resource constraints. Continued alignment of resources and mitigation strategies is necessary to ensure the successful execution of all strategic objectives. AGT chooses to maintain the current IT Strategic Plan, as presented, but plans to perform a re-alignment with the newly released Oregon Military Department 2030 Strategic Plan, with the assistance of our outside consulting firm.

Strategic Goals and Progress Updates

1. Bring Unity to Agency Partnerships

- Genetec Facility Management System: 5% complete; lacks funding, only happening with new construction.
- Federal to State Network Transition: 70% complete; sufficiently resourced and progressing.
- Epitome Replacement Project: 50% complete; with adequate resources, obstacles slowing progress include shifting vendors and changing product offerings.
- CAC Digital Workflow Approval Path: 100% complete; fully implemented by AGP.
- GKN SharePoint Development: 30% complete; has resources, initial sites created and content managers being trained.
- IT Asset Management: 70% complete; progressing well with sufficient resources.
- Hardware and Software Standards: 100% complete - standards established and vetted through newly formed IT Governance and IT Security committees.

2. Improve IT Modernization

- Document Management: 50% complete; using SharePoint and the Power Platform to build document management solution and workflows.
- Data Governance & Transparency: 80% complete; steady progress with sufficient resources.



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- Mobile Device Management: 100% complete; successfully implemented.
- Data Visualization Tool: 20% complete; Power BI being applied to accounts payable data, further plans to apply Power BI to other data sets moving into the power platform.

3. Raise End-User Satisfaction to 75%

- Mature Agency IT Policy: 70% complete; progressing well with sufficient resources.
- IT Service Management System: 80% complete; close to completion with sufficient resources.
- Improve End-User Satisfaction FY24 to FY25: diagnostic window missed due to conflicting priorities.
- Password Management: 0% complete; lacks software funding, preventing launch.
- Mature Performance Metrics: 60% complete; making steady progress via Info-Tech and IT Service Management (ITSM) reporting.

Metrics and Targets

Each initiative is measured based on its completion percentage. Trends indicate that resource availability directly impacts progress, with projects lacking resources struggling to advance. Completed initiatives have improved operational efficiency and user satisfaction. The next focus should be on resolving resource limitations for stalled projects.

Key IT Initiatives

Several high-impact initiatives support the strategic plan, including:

- Federal to State Network Transition: Progressing as planned with adequate resources.
- Epitome Replacement Project: Well underway at 50% completion.
- Mobile Device Management: Fully implemented, improving security and device management.
- Mature Agency IT Policy & IT Service Management System: Near completion, positively impacting user satisfaction.

Challenges include resource limitations for document management, data visualization, and password management, requiring prioritization for funding and personnel allocation.



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Resource Allocation

Sufficiently Resourced Initiatives:

- Many initiatives are progressing well due to adequate resource allocation, including mobile device management, IT asset management, and agency IT policy.

Under-Resourced Projects:

- The Genetec Facility Management System, and Password Management lack necessary financial resources, causing delays.

Action Required:

- Focused investment and personnel shifts needed for underfunded projects.

Risk and Mitigation Strategies

Risks Faced by AGT

- Uncertain federal and state funding.
- Unplanned emergency response takes resources from planned efforts.
- Staff departures and military deployments reduce team capacity.
- Vendor Pay staff resource allocation displaces strategic initiative work.

Mitigation Strategies

- Prioritize funding for essential projects and explore external funding opportunities.
- Strengthen cybersecurity posture to reduce potential impact from cyber events.
- Invest in workforce development and succession planning.

Next Steps

1. Address Resource Gaps: Pursue additional budget and personnel for stalled projects.
2. Accelerate Pending Initiatives that have lagging progression.
3. Strengthen IT Governance: Incorporate Data Governance into the newly enacted IT Governance structure.
4. Boost End-User Support: Mature IT service management, refine reporting and execute satisfaction survey. Develop internal satisfaction survey.
5. Expand Cybersecurity Measures: Implement password management and BitLocker encryption.



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Conclusion

AGT's strategic plan is achieving notable milestones, with multiple initiatives nearing completion. However, resource constraints remain significantly challenging, and limits progress in several areas. By reallocating budgets, prioritizing stalled projects, and strengthening IT governance, AGT can drive its strategic goals forward. Our continuing focus on agency partnerships, modernization, and user satisfaction will strengthen long-term successes as we prepare to develop the 2028-2032 strategic plan.

Bradley Melendy, Chief Information Officer