



# Oregon Military Department

# AGIT Strategic Plan

Adjutant **G**eneral **I**nformation **T**echnology

# Message from the OMD CIO



It is with great pleasure that I share with you the Oregon Military Department Information Technology Strategic Plan 2023 – 2027. This is a key element toward achieving “IT Excellence” within our organization.

This plan was developed through the powerful collaboration made possible by the many leaders who serve in this agency. The result of their collaboration has made possible a mission-driven achievable plan that positions our technology environment to address the critical areas of interoperability, sustainability, and security.

Looking forward, we must acknowledge that technology is a rapidly changing environment. The creation of this IT Strategic Plan allows us to be adaptable to sustain our operational and strategic objectives. It also provides alignment to the state’s Enterprise Information Services (EIS) IT governance.

This is OMD’s roadmap.

A handwritten signature in black ink that reads "D.M. Martin". The signature is stylized and includes a long horizontal flourish extending to the right.

David M. Martin

# 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.

# AGIT Supports the Oregon Military Department Mission and Vision

## Oregon Military Department

### Mission

The Oregon Military Department provides the State of Oregon and the United States with a ready force of Citizen-Soldiers, Airmen and Civilians, trained and equipped to respond to any contingency, natural or man-made.

### Vision

The Oregon Military Department is a ready, professional organization of Soldiers, Airmen, and Civilians dedicated to the highest quality service to our Communities, State, and Nation. Every Soldier, Airman, and Civilian is a leader.

Our mission & vision helped determine AGIT's guiding principles

## Adjutant General IT

### Mission

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

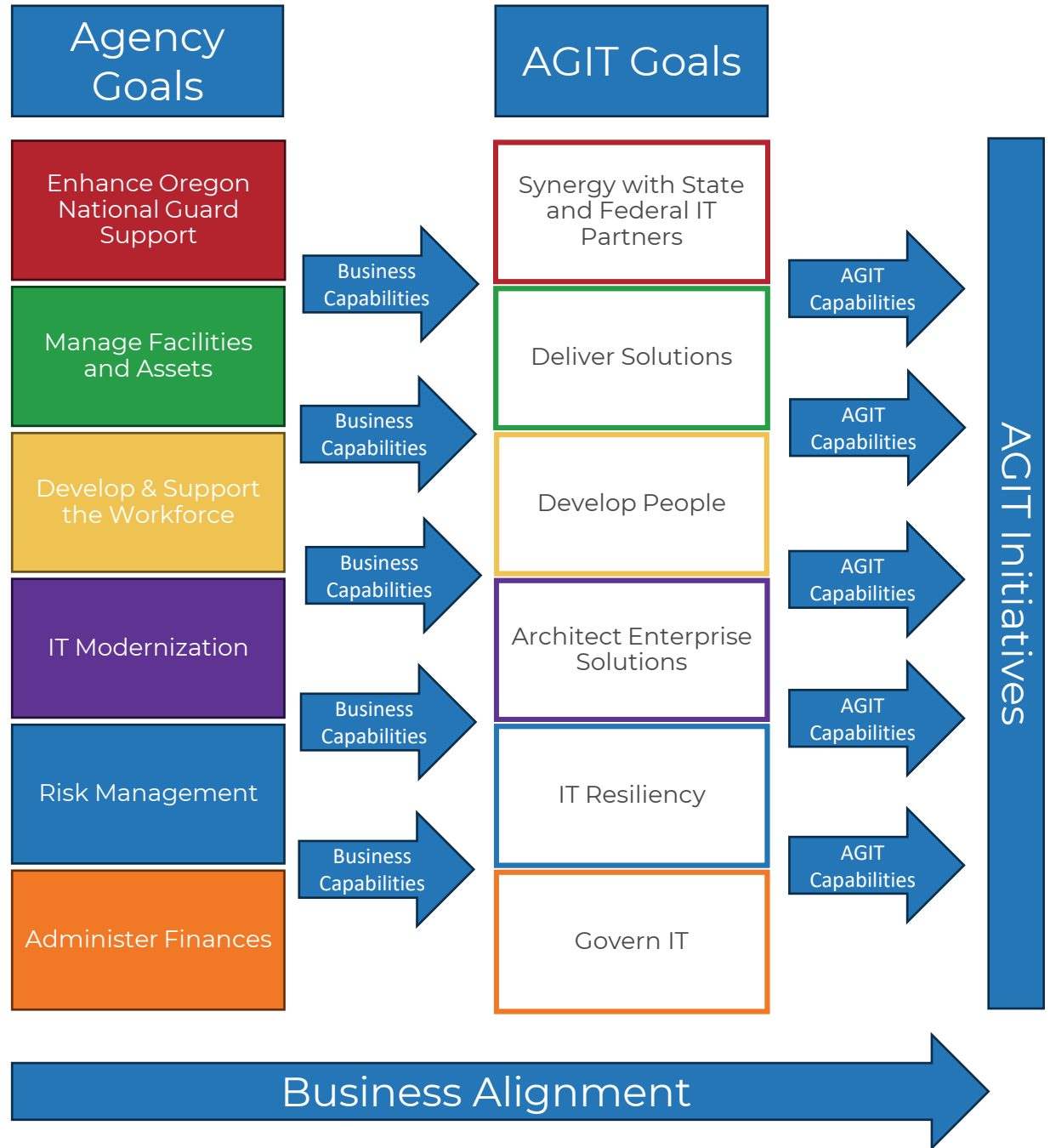


## AGIT Vision

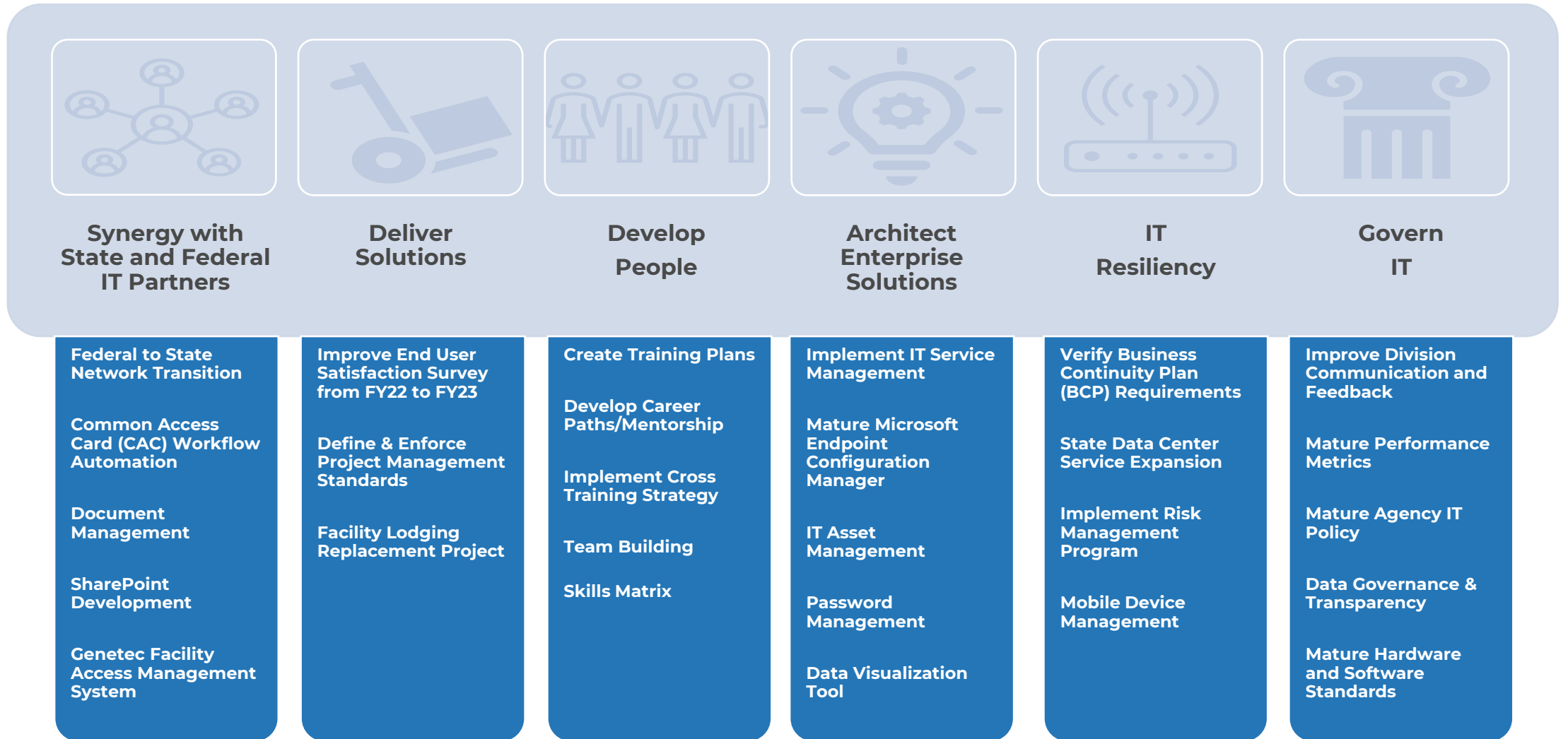
To empower the Oregon Military Department with digital transformation.

## AGIT Mission

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



# AGIT Strategic Initiatives



# All Business Initiatives are Supported by AGIT 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>
Diversity efforts in collaboration with the National Guard Bureau	<ul style="list-style-type: none"> <li>• Mature Hardware &amp; Software Standards</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 – 2022



## Agency Feedback – 2023



# IT Satisfaction Scorecard Trends

## Agency Core Services Satisfaction - 2022

		Satisfaction	Importance
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	67% trending unavailable	7 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	66% trending unavailable	5 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	65% trending unavailable	4 <sup>TH</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	65% trending unavailable	2 <sup>ND</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	65% trending unavailable	13 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	61% trending unavailable	1 <sup>ST</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	58% trending unavailable	6 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	55% trending unavailable	10 <sup>TH</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	53% trending unavailable	9 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	52% trending unavailable	12 <sup>TH</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	51% trending unavailable	3 <sup>RD</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	51% trending unavailable	11 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	50% trending unavailable	8 <sup>TH</sup>

## Agency Core Services Satisfaction - 2023

		Satisfaction	Importance
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	81% Up 16% from last year	5 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	78% 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% Up 21% from last year	13 <sup>TH</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	76% 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% Up 21% from last year	12 <sup>TH</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	73% Up 15% from last year	8 <sup>TH</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	73% Up 6% from last year	2 <sup>ND</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	72% Up 21% from last year	4 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	71% Up 10% from last year	1 <sup>ST</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	70% Up 5% from last year	11 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	67% 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% Up 13% from last year	9 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	60% Up 9% from last year	10 <sup>TH</sup>

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



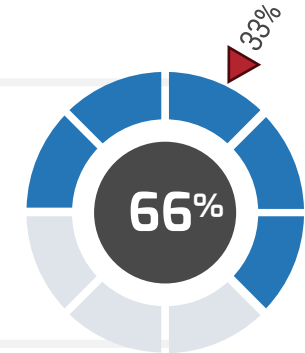
Collaborate with Agency Partners

## Metric

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

## Target

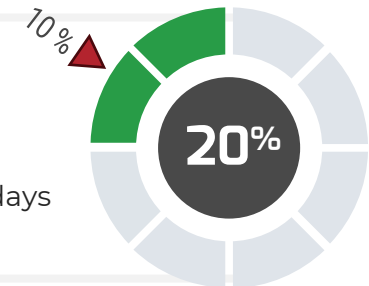
State Active-Duty Packet Processing (JOC & OMD)  
SF270 Processing (USPFO & OMD)  
IT Support (G6 & OMD)



Improve IT Modernization

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

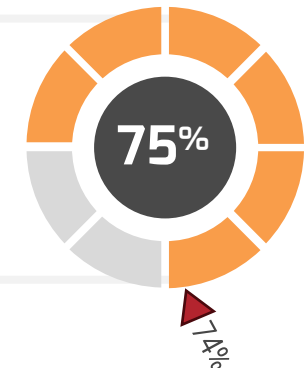
Reduce process steps and improve time to reimbursement within 30 days



Raise End-User Satisfaction to 75%

Overall stakeholder satisfaction  
(Agency Key Performance Measure 9)

Increase CIO Business Vision satisfaction scores in FY24



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

▼ Current

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

## Business Value

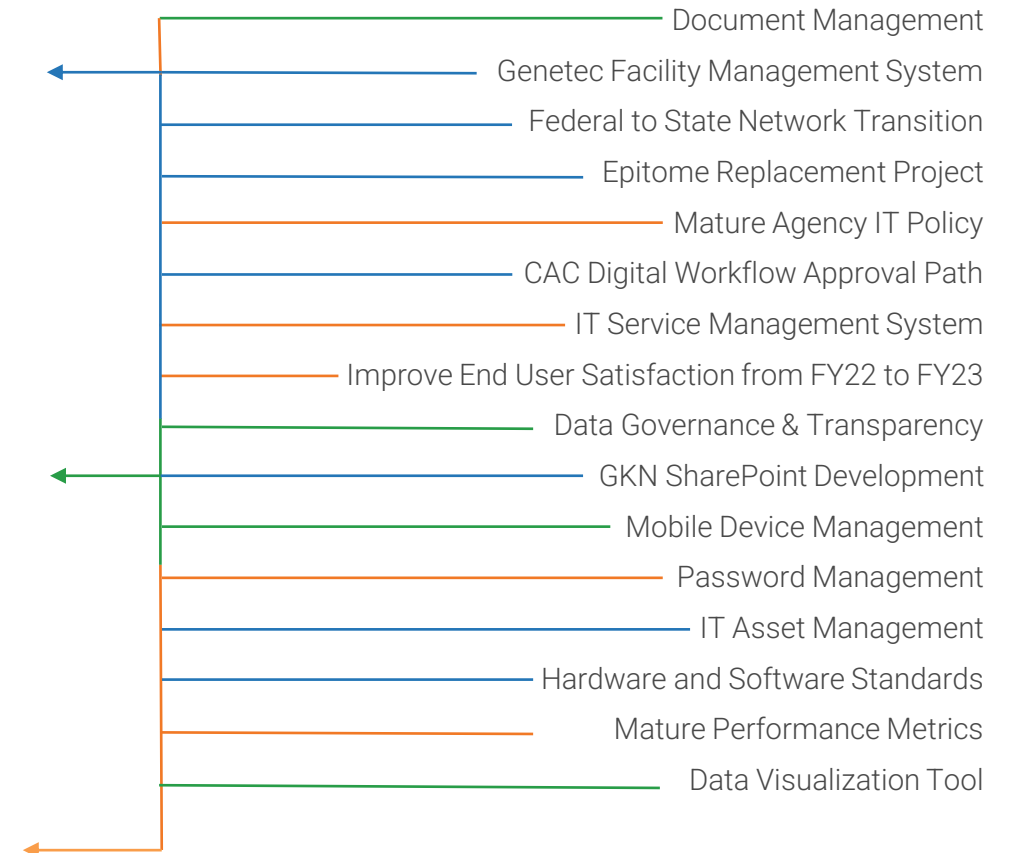
Building strong relationships with the Army and Air National Guard Components and the State Enterprise Information Services.

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 AGIT Initiatives Will Result In a 60-Month Roadmap to Success

## 01 Business Support

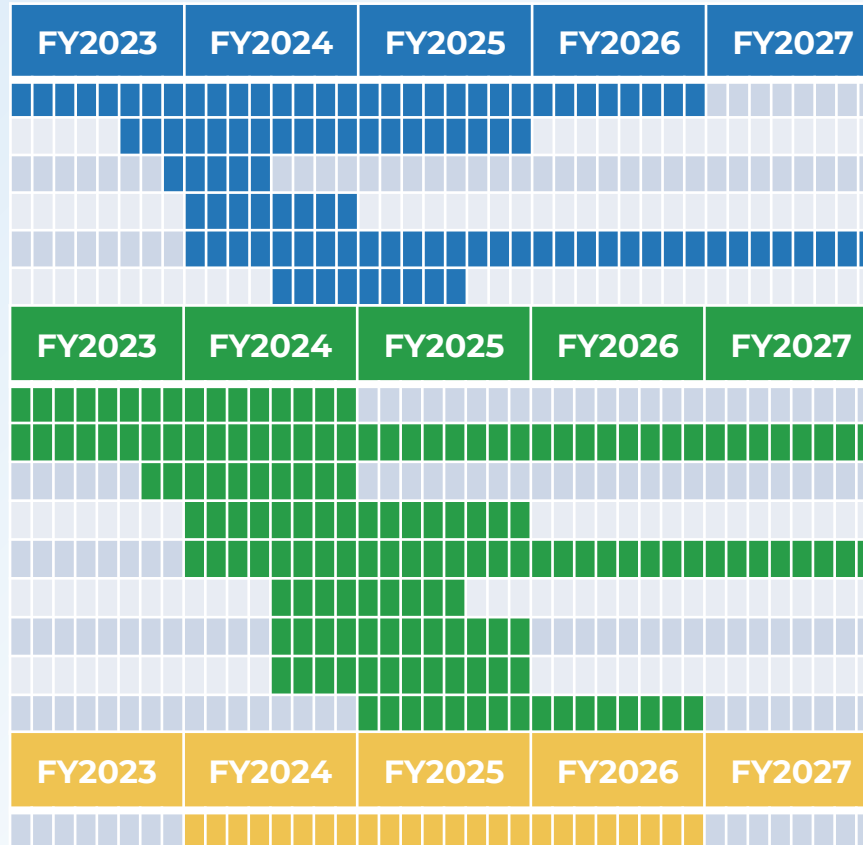
- Federal to State Network Transition
- Genetec Facility Management System
- Epitome Replacement Project (Hoteling Solution)
- CAC Digital Workflow Approval Path
- GKN SharePoint Development
- Data Visualization Tool

## 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

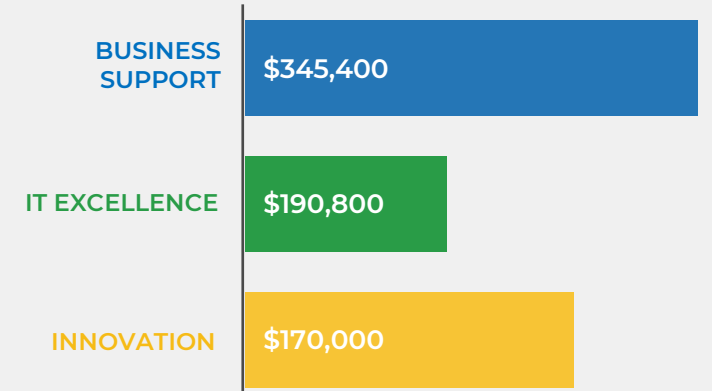


# Key IT Initiatives Estimated Budget Cost

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	\$125,000	\$3000	\$3000	\$3000
3	Epitome replacement project (Hoteling solution)	\$0	\$40,000	\$1800	\$1800	\$1800
4	CAC digital workflow approval path	N/A	N/A	N/A	N/A	N/A
5	GKN SharePoint development	\$0	\$2000	\$0	\$0	\$2000
6	Data visualization tool	\$0	\$4000	\$4000	\$4000	\$4000
7	Mature agency IT policy	\$0	\$42,000	\$2100	\$2100	\$2100
8	IT service management	\$38,000	\$11,500	\$9000	\$9000	\$9000
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	\$1500	\$0	\$1500	\$0
14	Hardware and software standards	N/A	N/A	N/A	N/A	N/A
15	Password management	\$0	\$39,000	\$8000	\$8000	\$8000
16	Document management	\$0	\$125,000	\$15,000	\$15,000	\$15,000

**Total Cost**

## Spend by category



## Total spend through the years





# The Path Forward

It is critical that Information Technology both aligns with business goals as well as create measured business value. The Oregon Military Department's AGIT Strategic Plan is a living document. For this plan to stay relevant, a regular, intentional, and thorough review is required. Business goals shift and change over time. Both new opportunities and risks often present themselves after a plan like this is created.

For this reason, the AGIT Strategic Plan will be reviewed annually with all stakeholders and revised accordingly.



David M. Martin

# 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 & AGIT
- 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

<p>Political</p>	<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>	<p>Economic</p>
<p>Social</p>	<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>	<p>Technological</p>
<p>Legal</p>	<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>	<p>Environmental</p>