

# ODA Strategic Plan Update

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*April 2024*



**OREGON  
DEPARTMENT OF  
AGRICULTURE**



# OREGON DEPARTMENT OF AGRICULTURE STRATEGIC PLAN SUMMARY | 2018-2023

## MISSION

Ensure healthy natural resources, environment, and economy for Oregonians now and in the future through inspection and certification, regulation, and promotion of agriculture and food.

## VISION

The Oregon Department of Agriculture remains able to serve the changing needs of Oregon's diverse agricultural and food sectors to maintain and enhance a healthy natural resource base and strong economy in rural and urban communities across the state.



### OBJECTIVE 1: ROLE MODEL ORGANIZATION

- Be adaptive
- Achieve operational objectives and goals
- Provide quality work products and services



### OBJECTIVE 2: CULTURE OF COMPLIANCE & SUPPORT

- Provide education and outreach with a regulatory backstop
- Use progressive compliance strategies



### OBJECTIVE 3: CULTURE OF COLLABORATION

- Engage interested parties
- Respect all view points
- Develop and grow partnerships



### OBJECTIVE 4: FOSTER EMPLOYEE EXCELLENCE

- Integrate mission and values into daily work
- Support an encouraging work atmosphere
- Provide professional growth opportunities



### OBJECTIVE 5: EXCELLENCE IN CUSTOMER SERVICE

- Embrace, support, and promote the diversity of Oregon agriculture
- Address customers' needs



### OBJECTIVE 6: CONNECT & PROMOTE OREGON AGRICULTURE

- Raise awareness of opportunities within Oregon agriculture
- Connect Oregonians to Oregon agriculture



### OBJECTIVE 7: INCLUSIVE COMMUNICATION

- Be clear and concise
- Use effective tools
- Be responsive to customers, consumers, and public

### CORE VALUES

Honesty, integrity, and fairness

Diversity, equity, and inclusion

Respect for people and property

Practical collaborative approaches to problem solving

Science-based approaches: technical and professional competence


Transparency

Quality customer service

# 2018-2023 ODA Strategic Plan





# Meaning behind the ODA Logo



## Sun

As the most important source of energy for life on Earth, the sun in our logo represents hope and optimism as we move into our future—both as an organization and as a people.



**Yellow represents:** eastern Oregon, fields of wheat, sun



## Leaves

The green leaves depict growth, longevity, hope, renewal, and rebirth.


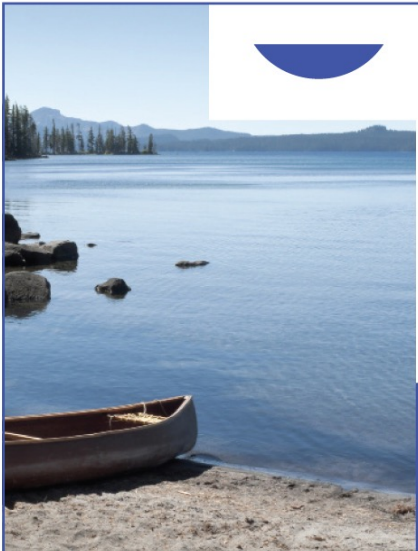
**Green represents:** the fertile Willamette Valley, growth



## Water

The water is pure, energizing and a continuous cycle. It is tied to transformation, motion and life.

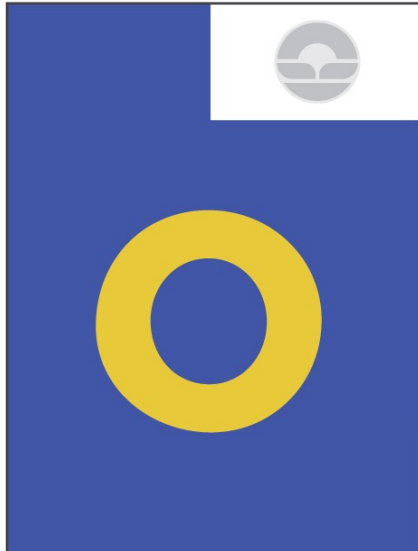
**Blue represents:** Oregon's open waters, fishing, rivers, lakes, rain



## Circle

These elements come together to form a circle. This represents the "O" in Oregon, our planet, wholeness, the infinite, eternity, timelessness.

*This circle reinforces the logo, our state and used as a brand element.*





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**“We are tasked with a higher duty, our tomorrow...we take a wider lens to safeguard our clean water, fertile soil, and ripe abundance for generations to come.”**

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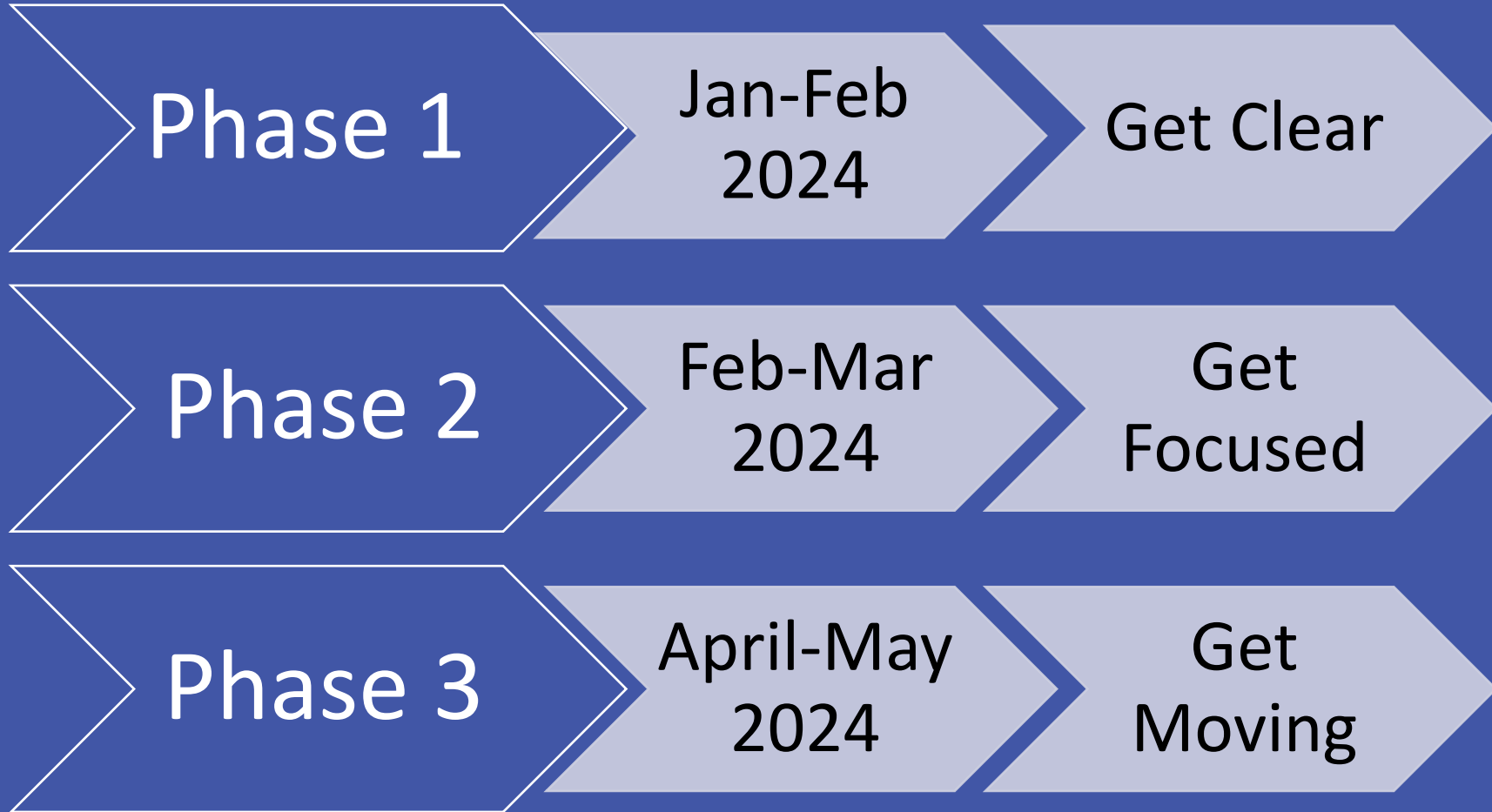
*Excerpt from the ODA manifesto*

<https://oda.fyi/ODAManifesto>



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# Timeline



# Phase 1

Jan-Feb  
2024

Get  
Clear

- Review 2018-2023 ODA Strategic Plan
- Set the stage for building the plan
- Form Internal Steering Committee
- Develop Equity Statement
- Department SWOT analysis



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# SWOT ANALYSIS

## STRENGTHS

- **Our People**
- **Culture of compliance**
- **Identity of Expertise**

## WEAKNESSES

- **Communication**
- **Insufficient Technology**
- **Reactive**
- **Operational Resources**

## OPPORTUNITIES

- **Agency Alignment**
- **Modernization**
- **Engagement**
- **Career Development**

## THREATS

- **Adaptability**
- **Responsiveness**
- **Unstable Technology**
- **Talent Retention**





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ODA commits to integrating equity into our identity, ensuring we are recognized as an agency that protects, promotes, and prospers.”

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*Excerpt from ODA Equity Statement*



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# Phase 2

Feb-Mar  
2024

Get  
Focused

- Review analysis from Phase 1
- Conduct PESTLE analysis
- Refocus Core Values, Mission, Vision
- Create Goals and Outcomes



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# PESTLE ANALYSIS

|                      |   |
|----------------------|---|
| <b>Political</b>     | <ul style="list-style-type: none"><li>• Unstable Support Program</li><li>• Land Use Regulations</li><li>• Trade Policies and Agreements</li></ul>                                   |
| <b>Economic</b>      | <ul style="list-style-type: none"><li>• Market Demand</li><li>• Agricultural Input Costs</li><li>• Access to Capital</li><li>• Workforce Readiness</li></ul>                        |
| <b>Social</b>        | <ul style="list-style-type: none"><li>• Consumer Preferences</li><li>• Urbanization Trends</li><li>• Aging Producers</li></ul>  |
| <b>Technological</b> | <ul style="list-style-type: none"><li>• Advancements in Farming Technologies</li><li>• Public Perception of Technology in Agriculture</li><li>• Information and Resources</li></ul> |
| <b>Legal</b>         | <ul style="list-style-type: none"><li>• Regulations</li><li>• Workforce Liability</li></ul>   |
| <b>Environmental</b> | <ul style="list-style-type: none"><li>• Climate Change</li><li>• Climate Smart Practices</li></ul>  |



# Core Values



- Approachable
- Genuine
- Growth-oriented
- Inclusive
- Experts
- Sustainability



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# Core Values “AGGIES”



- **A**-pproachable
- **G**-enuine
- **G**-rowth-oriented
- **I**-nclusive
- **E**-xperts
- **S**-ustainability



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**AGGIES are:**

**Approachable, Genuine, Growth-oriented, Inclusive Experts who build Sustainability at ODA for Oregon's food and agriculture communities for generations to come.**

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**Approachable, Genuine, Growth-oriented, Inclusive Experts who build Sustainability at ODA for Oregon's food and agriculture communities for generations to come.**

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**We are AGGIES**



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**Our Mission: *Protect. Promote. Prosper.***

Safeguarding Oregon’s diverse communities, natural and working lands, and economies by responding to the changing needs through assistance, compliance, and promotion of food and agriculture.

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*Mission statement*



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**Our Vision:**

**A resilient tomorrow for generations  
to come.**

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*ODA Vision Statement*



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# Emerging Themes



**Economic  
And Environmental**



**Customer Focus Service**



**Recruitment  
and Retention**



**Funding**



**Adaptability**



**IT Infrastructure**



**Succession Planning**

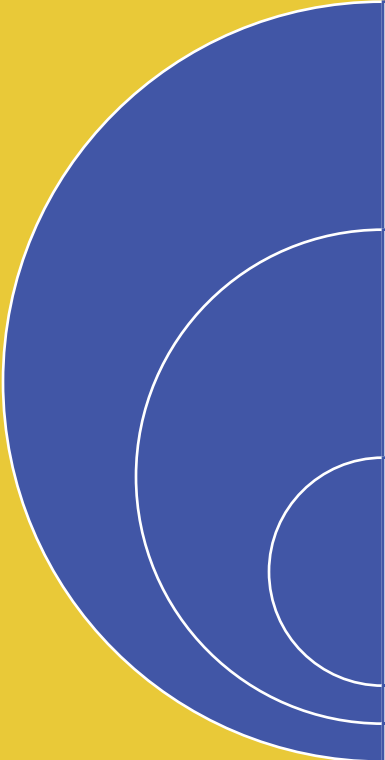


**Communications**



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# SMART Goals and Outcomes



|                           |  |
|---------------------------|--|
| Organizational Excellence | <ul style="list-style-type: none"><li>• Mission driven agency</li><li>• Business continuity</li></ul>  |
| Agency Modernization      | <ul style="list-style-type: none"><li>• Modernize service deliverability</li><li>• Leverage technology to improve operational efficiency</li></ul> |
| Customer Focus Service    | <ul style="list-style-type: none"><li>• Enhance Response Experience</li></ul>  |
|                           |  |



# Goal: Organizational Excellence

## Outcome 1: Mission Driven Agency\*

- Implement strategic organization structure
- 2025-27 Mission driven budget
- Implement DEI action plan
- Develop internal performance measures
- Customer centric systems

## Outcome 2: Business Continuity

- Implement succession plan system
- Enterprise space planning

*\*supports ODA's DEI Action Plan*



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# Goal: Agency Modernization

## Outcome 1: Modernize service deliverability\*

- Deploy IT strategic plan
- Improve customer engagement tools

## Outcome 2: Leverage technology to improve operational efficiency

- Enhance communication and collaboration tools
- Modernize internal procedures

*\*supports ODA's DEI Action Plan*



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# Goal: Customer Focus Service

## Outcome 1: Enhance Response Experience\*

- Establish a baseline and needs of areas of improvement
- Optimize resources that focus on efficient and quality response at first contact
- Embed the One ODA ethos for consistent and authentic customer experience
- Continuous improvement to measure and adapt service delivery

*\*supports ODA's DEI Action Plan*



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# Phase 3

April-May  
2024

Get  
Moving

- Agency Town Hall Meeting to solicit input and feedback from staff
- Solicit input from external partners and public
- Develop action plans, determine resources, and monitoring plan
- Create Agency Strategic Plan
- Public release of Plan
- Begin Year 1 implementation



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# Next Steps

- Gather feedback on goals and objectives
- Develop action plans, resources, and monitoring plans
- Create 2024 Agency Strategic Plan
- Publish Plan by June 1, 2024
- Begin Year 1 implementation



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# Thank You

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