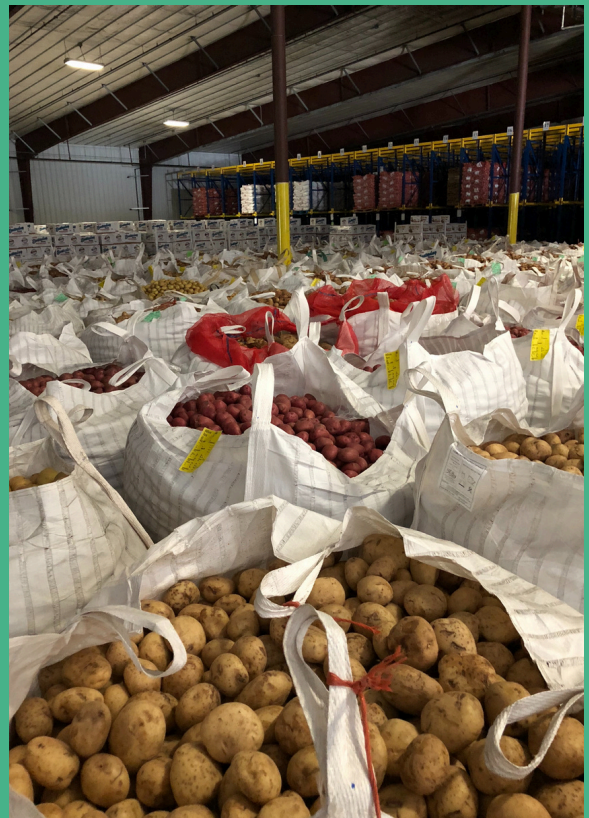




OREGON  
DEPARTMENT OF  
AGRICULTURE

# 2024-2027 Strategic Plan

Quarterly Report  
to the Board  
March 2025



## Strategic Organization: Expanding Talent and Core Services



As part of our commitment to Organizational Excellence, ODA continues to build a strong foundation through leadership, workforce development, and operational improvements.

In February 2025, Adam Crawford joined ODA as Chief Operating Officer (COO) to oversee internal business operations. Adam brings years of budget, policy, and operational expertise, most recently serving in the Chief Financial Office at the Department of Administrative Services. His leadership will help improve and strengthen ODA's ability to deliver essential services to Oregon's agricultural communities.

To support a resilient and mission-driven agency, ODA remains focused on hiring and retaining both permanent and seasonal talent to meet the needs of our diverse internal and partners' goals. Notably, ODA achieved a 100% completion rate in employee check-ins in the last quarter of 2024, exceeding the state benchmark of 90%. Additionally, Foundational Manager Training continues to equip our managers at all levels with shared practices, aligning leadership with ODA's strategic objectives.

## An ODA That Serves All People of Oregon



At the core of our Customer-Focused Service strategy is the continuous improvement of program delivery, accessibility, and community impact. Oregon's communities are diverse, with unique opportunities and challenges that require ODA to be adaptive and responsive. As we realign operations, modernize systems, and advocate for necessary resources in the 2025-27 budget, we are strengthening our ability to provide equitable and effective services statewide.

## Modernizing ODA: Implementing Core Improvements



Under our Modernization goal, ODA has advanced key technology and infrastructure improvements to enhance service delivery, efficiency, and long-term resiliency.

- **Network and Connectivity Upgrades:** In the last quarter, ODA's IT team completed critical network and internet upgrades for our Salem and Wilsonville locations. Expansion to Hermiston and Ontario is underway, ensuring a unified digital infrastructure that will support future growth.
- **Cloud-Based Transformation:** ODA is transitioning to a cloud-first technology strategy to improve stability, scalability, and security. Early testing and data migration efforts are already in motion, setting the stage for long-term operational sustainability.
- **Process and Policy Modernization:** Beyond IT, ODA is updating position descriptions, internal policies, and agency alignment structures to enhance efficiency and ensure responsible stewardship of public resources.

## Serving Customers & Engaging Communities



ODA's strategic plan emphasizes enhancing customer service through data-driven decision-making and community engagement.

- **IT Service Improvements:** Over the past few months, ODA's IT team has tracked Help Desk response times, leading to measurable improvements. These insights guide future resource allocation and staffing decisions to meet internal service expectations.
- **Advisory Committees:** ODA has reactivated the Water Quality Advisory Committee and established a Livestock Brands Committee, ensuring that stakeholders have a voice in agency decisions. These groups help enhance agency accountability and community trust in ODA's services.



# Strategic Goals



Vision of Resiliency



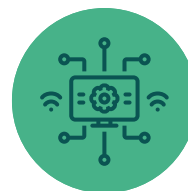
Customer-Focused

































Diversity, Equity, Inclusion & Belonging



Engaged AGGIES



Modernization

|                                      |     |                                   |    |    |    |    |    |
|--------------------------------------|-----|-----------------------------------|---|---|---|---|---|
| Goal 1:<br>Organizational Excellence | 1.1 | Mission-Driven Agency             |   |    |    |    |   |
|                                      | 1.2 | Accountability                    |   |   |   |   |   |
|                                      | 1.3 | Business Continuity               |  |  |   |  |  |
| Goal 2:<br>Modernization             | 2.1 | Cloud-First Technology Strategy   |  |  |   |   |  |
|                                      | 2.2 | Modernize Legacy Systems          |  |  |  |  |  |
| Goal 3:<br>Customer-Focused Service  | 3.1 | Evaluate Services                 |   |  |  |   |  |
|                                      | 3.2 | Focus on Interaction              |   |  |   |  |   |
|                                      | 3.3 | Continuous Improvement of Service |  |  |  |   |   |