



OREGON
DEPARTMENT OF
AGRICULTURE

2024-2027 Strategic Plan

Quarterly Report
to the Board
September 2025



STRATEGIC GOAL 1: ORGANIZATIONAL EXCELLENCE

We are making strategic investments in our people and processes to ensure long-term stability and effectiveness.

Targeted Recruitment to Strengthen Operations



We have recently onboarded a dedicated Safety Specialist to institutionalize a culture of safety for our 400+ staff, and a new Organizational Affairs Coordinator to manage the Board of Ag and also professionalize our stakeholder and tribal engagement. These roles build critical resilience into our core operations.

Doing More with Less



Despite a challenging budget that required eliminating vacant positions, recruiting and retaining talent remains our focus. We achieved a 99% employee check-in rate (well above the 90% state benchmark), proving our commitment to retaining and developing our staff. This ensures we maintain our high standards of service even under fiscal pressure.

STRATEGIC GOAL 2: MODERNIZATION

Our top modernization priority, the OneODA initiative, has achieved two landmark successes that propel the project from concept to reality.

OneODA Funding Secured



We successfully secured \$9.4 million during the legislative session to initiate the development of a unified, agency-wide platform for licensing, inspection, and customer management.

OneODA State Approval Earned



In August, the OneODA project passed the state's rigorous Stage Gate 1 approval process. This critical milestone confirms that OneODA is a sound, well-managed investment, de-risking the project and providing a clear, accountable path forward.

STRATEGIC GOAL 3: CUSTOMER-FOCUSED SERVICE

Our ultimate goal is to deliver impactful services. This quarter, our work has directly protected and promoted the livelihoods of Oregonians.

Science in Action: A Story for Oregon Cherries



Our long-term investment in biological pest control is yielding incredible returns. After years of research and collaboration, our program to release parasitoid wasps to combat the invasive spotted wing drosophila (SWD) is transforming harvests.

One cherry grower, who was losing nearly his entire crop, wrote to us:

“During the height of the spotted wing drosophila infestation, I was lucky to find about 5 percent of the cherries that were still edible. After the predatory wasps gained a foothold, I began to see a significant improvement, with around 90% of the cherries still edible. Thank you.”

This incredible turnaround, from 95% crop loss to a 90% viable harvest, is a powerful testament to how patient, science-driven ODA programs create immense economic value for our producers.

A Holistic Approach



We support Oregon agriculture with a dual strategy that promotes growth and protects producers. We are providing resources where they're needed most. We recently awarded \$2.15 million through the Resilient Food Systems Infrastructure (RFSI) program to strengthen our local supply chain. We have awarded \$5 million in agriculture housing grants to improve housing for farmworkers across the state.

Strategic Goals



Vision of
Resiliency



Customer-
Focused






























Diversity,
Equity,
Inclusion &
Belonging



Engaged
AGGIES



Modernization

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