ODA STRATEGIC PLAN OUTLINE

Draft 4/17/2024

INSTRUCTIONS AND PURPOSE

This outline is intended to show agencies the core components that must be included in their strategic plans. It is meant to be a minimum, and agencies should add additional components and information to tailor the plan to their own business needs and the needs of the communities and clients they serve. Ideally, agencies will use the strategic planning process to satisfy the state requirements around DEI plans and Information Technology Strategic Plans. Please consult with the Governor's Policy Advisor assigned to your agency as you begin the strategic planning process.

1. DEFINE YOUR VISION, MISSION, AND VALUES & EQUITY STATEMENT

🤚 *Determine your vision and what you want to achieve in the long term.*

VISION:
A resilient tomorrow for generations to come.

🤚 *Determine your mission and what your purpose is.*

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.

VALUES:

We are AGGIES, and AGGIES are **A**pproachable, **G**enuine, **G**rowth-oriented, and **I**nclusive **E**xperts who build **S**ustainability at ODA for Oregon's food and agricultural communities.

- **A** - **Approachable**: We are accessible and friendly to the community and partners, embodying a welcoming environment.

- **G - Genuine**: We take a "people-based" approach, are sincere in our interactions and relationships with all partners and emphasize honesty and integrity in all actions.

- **G - Growth-oriented**: Our commitment to continuous improvement and development for the organization, people, and the communities we serve embodies enthusiasm for progress and innovation.

- **I - Inclusive**: To ensure that all people are heard, valued, and seen by fostering a culture of respect and equity.

- **E - Expertise**: Decision-making is driven by the highest level of professional and scientific competency in knowledge and skill in agricultural practices.

- **S - Sustainability**: Endorse the value of solid relationships and fosters successful outcomes for Aggies' current and future generations.

📊 *Determine how you advance equity in your work, and craft an equity statement.*

EQUITY STATEMENT:

ODA is dedicated to promoting diversity, equity, inclusion, and belonging in our work. While recognizing historical disparities of the past, we make it our responsibility to:

- Curate an environment where every staff member feels recognized, valued, and empowered to contribute to our agency's mission.
- Provide culturally responsive services to the people of Oregon, fostering collaborative partnerships.
- Implement policies and actions that prioritize equity for the benefit of all people in Oregon, support robust agricultural and food economies, and promote environmental stewardship and sustainability.

To demonstrate our dedication to equity, we commit to:

- Provide equity in the allotment and use of ODA resources.
- Regularly review and transform our policies, procedures, systems, and practices to reflect our faithfulness to diversity and inclusion.
- Align our core values with our commitment to cultivating a workplace culture rooted in equity and belonging.

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

2. CONDUCT A PESTLE ANALYSIS

> 🔖 *Identify the political, economic, sociological, technological, legal, and environmental circumstances your organization is operating within.*

A PESTLE analysis is a tool used to conduct an external scan of an organization's environmental influences that helps guide the planning and strategic decision making. It is often referred to as providing a 'big picture' of the environment in which a business operates.

Often, the analysis will determine likely issues/events that will impact the business – these are generally considered to be outside the control of the business.

It is a vital part of any strategic planning that will help you to examine and plan for any external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that could affect us.

PESTLE Factor	Analysis
Political (State or federal policy, rules, new laws, and upcoming elections.)	• **Unstable Support Programs**: Federal and state support for certain crops, along with incentive programs for sustainable farming practices, affect the agricultural economy in Oregon. These policies can incentivize or discourage certain farming, and ranching practices. • **Land Use Regulations**: Oregon's robust land use laws, designed to protect agricultural land and limit urban sprawl, play a crucial role in determining the availability of arable land for farming and ranching. • **Trade Policies and Agreements**: International trade agreements and tariffs can influence the export of Oregon's agricultural products, such as wheat, potatoes, and fresh fruits, compressing market access. • **Political Polarization:** Trust and respect for government and business peers has eroded to general skepticism that has challenged fundamental relationships and programs.
Economic (The broad, economic climate we are in, such as inflation rates, interest rates, economic growth, and property prices.)	• **Market Demand**: New and emerging consumer preferences impact the types of crops grown and the production practices used. • **Agricultural Input Costs**: The cost of fuel, fertilizers, equipment, transportation, and labor directly affects the profitability of farming operations. Fluctuations in these costs can have significant economic impacts.

	• **Access to Capital**: The availability of loans and financial support for new and existing farming operations can influence the growth and sustainability of the agricultural sector. • **Workforce Readiness:** A workforce equipped with "soft skills" is a compounding factor to low availability of labor that is changing the way agriculture and food producers will operate.
Social (The population growth rates, cultural aspects, age distribution, and changing social behaviors.)	• **Consumer Preferences**: The growing interest in knowing agricultural practices and sustainably produced products influences Oregon's agricultural ranching and crop choices. • **Urbanization Trends**: People's migration from urban areas can lead to changes in land use, which can impact the amount of land available for agriculture and the nature of agricultural communities. • **Aging Producers:** The average age and transfer of agriculture land poses a risk to the sustainability of Oregon agriculture. Landownership and availability of land may impact the agriculture practices and traditions of Oregon.
Technological (The availability of technology and rate of technological changes for you and to your customer.)	• **Advancements in Farming Technologies**: Innovations in farming equipment, irrigation technology, and precision agriculture can improve yield, reduce labor costs, and minimize environmental impacts. • **Public Perception of Technology in Agriculture:** Scientific advancements in production methods, genetics, and stewardship may challenge the adoption of innovations in agriculture. • **Information and Resources:** Access to helpful and timely information is unavailable. Modern systems to support consumer and market demands diminish the helpfulness of programs and compliance efforts.
Legal (The laws directly connected to us and our area of activity.)	• **Regulations**: Changing regulations regarding water usage, production tools, and land conservation may affect agricultural practices, land availability, and operational costs. • **Workforce Liability**: Labor-intensive, perishable crops rely on a reliable workforce that may be challenged by changes to labor laws and administrative rules.
Environmental (The surrounding environment, weather, natural disasters, geographical position, climate changes, and sustainability.)	• **Climate Change**: Changes in temperature and precipitation patterns can impact growing seasons, water availability, and the viability of certain crops. • **Climate Smart Practices**: An increasing emphasis is on resilient farming practices that reduce environmental impact, store, and reduce carbon, and water conservation techniques.

3. CONDUCT A SWOT ANALYSIS

Identify your organization's strengths, weaknesses, opportunities, and threats. This is a key opportunity for community engagement. A SWOT analysis should be done with representatives from key groups, such as employees, community-based organizations, tribes, historically marginalized communities, and business partners.

STRENGTHS	WEAKNESSES
• **Our People:** Knowledgeable, passionate, customer-focused staff with deep care for Oregon and its natural resources. • **Culture of compliance:** Emphasis on education and scalable compliance enhances our reputation for technical and practical problem-solving. • **Identity of Expertise:** Strong brand identity and engagement supported by institutional knowledge and nationally recognized programs that are familiar to our communities.	• **Communication:** Inconsistent and segmented communication. • **Insufficient Technology:** Deficient IT and technological tools, leading to inadequate data management and unmet customer expectations. • **Reactive:** A tendency towards reactive rather than proactive approaches, with engagement issues and internal disconnects. • **Operational Resources:** Challenges with budget stability, duplication of efforts, and implementing employee-centric initiatives.

OPPORTUNITIES	THREATS
• **Agency Alignment:** Potential for improved internal alignment and cross-communication leveraging our knowledge base. • **Modernization:** The introduction of new technologies, effective data use, and modern business operations to improve service delivery and customer engagement. • **Engagement:** Opportunities for more effective and inclusive ODA that is scalable to support the needs of agriculture and food producers. • **Career Development:** Implementing a career ladder and coaching for a sustainable organization.	• **Adaptability:** Risk of diminished relevancy due to failure in adapting and modernizing the agency. • **Responsiveness:** Unmet customer needs and a lack of nimbleness pose significant risks. • **Unstable Technology:** The absence of adequate IT and data tools threatens ODA's effectiveness and credibility. • **Talent Retention:** Recruiting and retaining challenges, combined with burnout at all levels, are major concerns.

4. SET GOALS AND OBJECTIVES

Based on your SWOT analysis results, set specific, measurable, achievable, relevant, and time-bound (SMART) goals and objectives. **Include at least one goal related to Oregon Tribes and one goal related to achieving Diversity Equity and Inclusion.**

S.M.A.R.T	Description
Specific	What do you want to achieve? What is the outcome you are wanting?
Measurable	How will you know the goal has been achieved? How will you measure progress?
Achievable	How can we accomplish the goal? What steps or tasks are needed to achieve the goal?
Relevant	Does this goal align with agency strategies? Is this the right time?
Time-Bound	What is the timeframe to achieve the goal? What is the completion date?

Goal 1:	**Organizational Excellence**
Specific	An organized and supported agency that is mission driven.
Measurable	Internal performance metrics that drive prioritization of resources, employee engagement, and implement ODA's DEI action plan.
Achievable	Align budget resources and operational functions to improve services and employee engagement.
Relevant	To support a resilient tomorrow, ODA needs to be resilient today.
Time-Bound	Organizational structure and project actions will have a target completion of 2027 and leverage 2025-27 budget resources.

Goal 2:	**Agency Modernization**
Specific	Modernize technology stack to improve operational and service efficiency.
Measurable	How many services are delivered by modern systems and improved customers satisfaction and employee engagement.
Achievable	Implementing IT strategic plan and improving customer engagement tools.
Relevant	Outdated systems risk stable operations and continuing to do more with less, modernization will improve overall efficiency.
Time-Bound	Modernization is driven by 2025-27 budget resources; foundational progress will begin in 2024 with measurable improvements complete by 2027.

Goal 3:	Customer Focus Service
Specific	Improve overall customer satisfaction by addressing key areas of response time, problem resolution, and interaction quality.
Measurable	Use customer satisfaction tools to measure experiences and areas for improvement.
Achievable	Accomplish SMART Goals 1&2 and implement Enterprise Customer Service policy.
Relevant	Mission driven customer experience will provide timely, accurate, and adaptive service to support customer success.
Time-Bound	Efforts in 2024 will focus on baseline and needs assessments to keep a customer focus service aligned with the implementation of SMART Goals 1&2.

5. DEVELOP STRATEGIES

Determine the best course of action to achieve your goals and objectives.

Goal 1:	Organizational Excellence
Outcome 1:	Mission driven agency*
Strategy 1.1	Implement strategic organization structure
Strategy 1.2	2025-27 Mission driven budget
Strategy 1.3	Implement DEI Action Plan
Strategy 1.4	Develop internal performance metrics
Strategy 1.5	Customer centric systems
Outcome 2:	Business continuity
Strategy 2.1	Implement Succession Plan System
Strategy 2.2	Enterprise space planning
Goal 2:	Agency Modernization
Outcome 1:	Modernize service deliverability*
Strategy 1.1	Deploy IT Strategic Plan
Strategy 1.2	Improve customer engagement tools
Outcome 2:	Leverage technology to improve operational efficiency
Strategy 2.1	Develop an ODA intranet
Strategy 2.2	Modernize internal procedures
Goal 3:	Customer Focus Service
Outcome 1:	Enhance Response Experience*
Strategy 1.1	Establish a baseline and needs of areas of improvement
Strategy 1.2	Optimizing resources that focus on efficient and quality responses at first contact
Strategy 1.3	Embed the One ODA ethos for consistent and authentic customer experience
Strategy 1.4	Continuous improvement to measure and adapt service delivery

*Supports ODA's DEI Action Plan

6. CREATE AN ACTION PLAN

Develop an action plan that outlines the specific steps you will take to implement your strategies.

Description	Start Date	End Date	Duration
Project #1			
Project #2			
Project #3			
Project #4			
Project #5			

7. ALLOCATE RESOURCES

Determine the resources, including financial, human, and technological, required to implement your action plan.

8. MONITOR AND EVALUATE

Determine how you will continuously monitor your progress and evaluate the effectiveness of your strategies to determine if they need to be adjusted.