



OREGON
DEPARTMENT OF
AGRICULTURE

2024-2027 Strategic Plan



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OREGON AGRICULTURE



Message from the Director

With great pride, I return to the Oregon Department of Agriculture (ODA) as the Director. I am ready to use our collective passion and my years of service to navigate the challenges and opportunities in our agricultural communities. Our previous strategic plan guided our core programs statewide, delivered a state-of-the-art laboratory, and achieved our State Meat Inspection Program. Our achievements, a reflection of our shared dedication, should inspire us.

The 2024-2027 Strategic Plan is not just a plan but proof of our shared vision for building a resilient ODA that serves the people of Oregon's needs today and into the future. Inspired by our core values, this plan outlines our commitment to being Approachable, Genuine, Growth-Oriented, Inclusive, Experts, and Sustainable "AGGIES." It is a roadmap in which we all have a stake, inviting each of us to contribute our unique perspectives and talents.

Guided by Governor Tina Kotek's priorities, ODA has a clear mandate to improve the lives of people in Oregon. We are committed to delivering services, inspiring leadership, and promoting equity and inclusion.

At the heart of our mission is the question: "How do we eliminate barriers so all people in Oregon can thrive?" This plan includes strategies to engage communities, allocate resources equitably, and support those we serve.

Our top priorities through 2027 include organizational excellence, talent engagement, program modernization, and improved customer service. These priorities are integral to our strategic direction and goals. By focusing on these areas, we aim to meet the expectations of Oregon's farmers, ranchers, fishers, processors, and the communities that depend on them. We will deploy resources thoughtfully and responsively.

Together, we can achieve extraordinary results for a resilient future with collaborative leadership and a shared commitment to public service. Please take a moment to familiarize yourself with this plan and think about how we can all make it successful. Your involvement and dedication are appreciated and key to our collective achievements.

Sincerely,



Lisa Charpilloz Hanson
Director



Vision & Mission

VISION

A resilient tomorrow for generations to come.

MISSION

Protect. Promote. Prosper.

We safeguard Oregon's agriculture, natural resources, working lands, economies, and communities through assistance, compliance, and market support.



Our Values

We are proud to be AGGIES, embodying our mission and values to achieve our vision.



Approachable

Accessible and friendly, fostering a welcoming environment



Genuine

Sincere in interactions, emphasizing honesty and integrity



Growth-Oriented

Committed to continuous improvement and development



Inclusive

A culture that ensures the dignity of every individual is honored, heard, valued, and respected



Experts

Driven by professional and scientific competency



Sustainable

Building strong relationships and continuity for a resilient tomorrow

Equity Statement

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

- Create 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 prioritizing equity for 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.



About ODA

In a significant milestone for Oregon's agricultural communities, Governor Julius Meier (of Meier & Frank fame) signed legislation in 1931 to establish the State Department of Agriculture, now known as the Oregon Department of Agriculture (ODA). This move was a testament to the pivotal role of rural communities in Oregon's economy, which is driven by agriculture and forestry. ODA's inception marked the consolidation of 13 separate boards, bureaus, and commissions. This process has continued over the years as the organization expanded its authorities to better support agriculture, enhance market access for producers, and promote resilient natural resources for their prosperity.



The State Board of Agriculture advises ODA on policy issues, develops recommendations on key agricultural issues, and provides advocacy for the state's agriculture industry. The first board resolution addressed an issue not uncommon today– the protection of local markets. ODA's earliest enforcement actions included a strawberry quarantine order in 1931 for a disease known as strawberry yellows and an animal quarantine order because of rabies diagnosed in dogs. Today, the same authorities and procedures protect Oregon from sudden oak death and "high path" Avian Influenza (HPAI).

Today, ODA unifies 38 programs operationalized by a \$190 million budget and 523 AGGIES across Oregon, ranging from dusty fields to sterile, clean labs. ODA serves over 35,000 farms, of which 96% are family-owned, an economic value of over \$16 billion, and 225+ commodities diversly grown for local and international markets to share Oregon's bountiful harvest.

STRATEGIC PLAN



Strategic Planning

The Oregon Department of Agriculture's 2024-27 Strategic Plan reaffirms our commitment to resilient and prosperous agriculture and food communities, and working lands. Our community strength is rooted in all peoples' diverse perspectives, interests, and identities—each crucial to our success. This plan results from a comprehensive and inclusive engagement process involving agency staff, private sector entities, non-profits, non-governmental organizations, communications with Tribes, the State Board of Agriculture, and others who provided valuable input through public comment. We believe that integrating the values of AGGIES into service enhancements, compliance activities, and strengthening our core work is vital for shaping a resilient and equitable future.

WHAT WE LEARNED

As part of our engagement process, ODA conducted a Strengths, Weakness, Opportunity, and Threat (SWOT) analysis to guide the development of this Strategic Plan. These analyses provided valuable insights into the landscape in which we operate. Through conversations and feedback from a wide range of perspectives, several common themes emerged:

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Our People • Culture of Compliance • Identity of Expertise 	<ul style="list-style-type: none"> • Communication • Insufficient Technology • Reactive • Operational Resources 	<ul style="list-style-type: none"> • Agency Alignment • Modernization • Engagement • Career Development 	<ul style="list-style-type: none"> • Adaptability • Responsiveness • Unstable Technology • Talent Retention

Strategic Goals



Vision of Resiliency



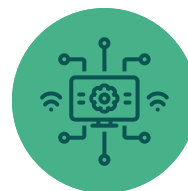
Customer-Focused

































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					

Strategic Goal 1: Organizational Excellence

Commitment to excellence is demonstrated through active engagement with our mission: *Protect. Promote. Prosper.* Effective leadership, fiscal responsibility, an adaptive organizational structure, innovative use of technology, professional opportunities, and a welcoming environment are necessary for achieving organizational excellence.

OUTCOMES



1.1 A Mission-Driven ODA

A deliberate and strategic organizational structure ensures comprehensive service delivery and fosters an engaged culture of AGGIES. Delivering an excellent ‘One ODA’ service model starts with our people and empowering their expertise through aligning core work and a mission-driven agency budget.



1.2 Accountability and Resource Prioritization

Establishing formal programmatic measurement standards will offer valuable insight into how ODA programs serve the people of Oregon. This data will inform resource prioritization, ensuring fiscal responsibility in decision-making processes. ODA will increase staff participation in our annual Gallup employee engagement survey.



1.3 Business Continuity

Provide all managers with foundational training and resources for success in their roles and foster their development. Create career development pathways for current employees and implement processes for knowledge retention and transfer to enhance succession resilience. Achieve physical space planning goals and objectives to support the enterprise-wide mission.

Strategic Goal 2: Modernization

We are building a resilient ODA by ensuring the agency can anticipate, prepare for, respond and adapt to changing conditions and potential disruptions. This requires that our foundational functions meet the needs of our people today and in the future. By modernizing our systems, processes, and operations to align with current expectations, ODA's AGGIES will deliver exceptional services, making our people competitive in the marketplace. Our goal is to be a productive partner in success, fulfilling our mission to *Protect. Promote. Prosper.*

OUTCOMES



2.1 Cloud-First Technology Strategy

Implementing a cloud-first technology strategy enhances system reliability and provides sustainable modernization for all critical infrastructure. This approach eliminates costly capital expenditures for infrastructure, offering scalability, and readiness for changes or disruptions. Moving from on-premises infrastructure to cloud technology creates the capacity to advance core operational applications.



2.2 Modernize Legacy Systems

Updating our legacy systems empowers employees at all levels by providing the comprehensive information necessary to make informed decisions and communicate effectively. In the modern digital era, we must meet service delivery expectations to reduce access barriers, enhance user experiences, develop accessible systems for everyone, and ensure inclusivity and equal access to our services.

Strategic Goal 3: Customer-Focused Service

AGGIES serve all people by sharing Oregon's bounties. Our vision is to create a resilient future for everyone, ensuring equitable, seamless, and supportive customer engagement with ODA's services. As we modernize our internal systems throughout this strategic plan as we deliver on our mission: *Protect. Promote. Prosper.* ODA will prioritize the customer experience, ensuring that service delivery remains centered on their needs and expectations.

OUTCOMES



3.1 Evaluate Services

How customers engage with ODA has evolved, as has how and where the core work is being accomplished. Meeting the changing needs requires a baseline understanding and awareness of improving customer service. In addition, ODA will evaluate options for offering a variety of pathways to customers to optimize assistance and service delivery, which may include self-service strategies, digital chats, and to-be-discovered tools.



3.2 Focus on Interaction Quality

Improve overall customer satisfaction by addressing key areas of response time, problem resolution, and interaction quality. Reduce customer transfers between programs by cross-training and allowing staff from any program to capture and handoff information across programs in the department.



3.3 Continuous Improvement

Create a meaningful feedback mechanism for how customers engage and interact with ODA. Review and improve accountability and engagement metrics to best prioritize resources and future developments of customer-focused tools that meet expectations.

Strategic Timeline

	2024	2025	2026	2027
Goal 1: Organizational Excellence	<ul style="list-style-type: none"> Strategic organizational structure Mission-Driven 2025-27 budget Internal performance metrics Physical space planning Increase Gallup survey participation to 75% 	<ul style="list-style-type: none"> Foundational manager trainings Internal performance metric implementation Increase Gallup survey participation to 85% 	<ul style="list-style-type: none"> Align ODA performance metrics with legislative KPMs Integrate career development plans in quarterly check-ins Implement space planning changes Review Gallup survey 3-year data 	<ul style="list-style-type: none"> Review progress on implementation for strategic plan update Review organizational structure implementation for 2027-29 budget for improvements
Goal 2: Modernization	<ul style="list-style-type: none"> Scope and initiate migration from on-site servers to cloud-based solutions 	<ul style="list-style-type: none"> Advocate for IT infrastructure investments to modernize Scope and initiate deployment of modern user hardware Legacy business system and application review 	<ul style="list-style-type: none"> Finalize user hardware deployment Legacy business system and application re-development 	<ul style="list-style-type: none"> Continue Legacy re-development Review IT Strategic Plan
Goal 3: Customer-Focused Service	<ul style="list-style-type: none"> Evaluate existing customer service methods Align with Enterprise customer service expectations 	<ul style="list-style-type: none"> Review and implement strategic performance metrics Incorporate customer-focused service within modernization efforts 	<ul style="list-style-type: none"> Improve and utilize learned information for continuous improvement 	<ul style="list-style-type: none"> Review existing baseline data from 2024 to inform revisions in strategic plan update

Diversity, Equity, Inclusion & Belonging

The Oregon Department of Agriculture (ODA) is proud to be an agency that serves all people of Oregon. Our commitment to diversity, equity, inclusion, and belonging (DEIB) aligns with our AGGIES' values. In 2019, ODA took a meaningful step by establishing the DEIB Committee, comprised of management and represented staff. This committee drives organizational and cultural transformation, actively incorporating DEIB principles. The committee proactively develops strategies to support the agency's mission. It is a cornerstone for prioritizing diversity, equity, inclusion, and belonging by overseeing and assessing the agency's DEIB initiatives and recommending meaningful actions.

This DEIB plan focuses on meaningful actions and goals, including providing direction for the agency's overall strategic plan. Each strategic goal embeds DEIB actions that together will establish an adaptive model for change. These efforts will positively influence our people, culture, and systems. ODA's DEIB Committee will continue to drive accountability, reflection, and improvements to our DEIB strategies as this strategic plan is implemented through 2027.



DEIB 2024-2027 Strategies



Communication

Develop a clear communication strategy to convey our shared understanding of DEIB, why it is important, how it shows up, and how everyone contributes and is held accountable for its success and advancement. A deliberate strategy that is inclusive, nonviolent, accessible, and accepting reflects the AGGIES' values. ODA will continue to measure the impacts of DEIB efforts and provide accountability over time.



Education & Training

Consistency and accountability in learning and development through targeted education and training opportunities strengthen the DEIB culture at ODA. Responding to feedback on what is meaningful and identifying and prioritizing engagements broaden our cultural competency, improve how AGGIES serve all people, and create a welcoming workplace.



Removing Barriers

Identify and remove barriers by implementing best practices to manage DEIB strategies effectively. Integrate DEIB into career advancement, recruitment practices, and how we deliver our services. Modernizing our systems and practices will improve accessibility and strengthen ODA's adaptiveness to meet folks in a space that is supportive of success.



Community Engagement

Engage with diverse communities to ensure all voices are heard and considered. This approach promotes a better understanding of community needs and ODA's impact. Building relationships and sustainable partnerships with diverse groups will enhance our outreach efforts. These efforts will foster a culture defined by a shared understanding of DEIB.

Necessary Resources

To implement the 2024-2027 Strategic Plan, the following resources are important:



Financial Resources

- Funding for technology upgrades and infrastructure improvements
- Budget for training, professional development, and staff engagement initiatives



Human Resources

- Skilled personnel for modernization projects
- Continuous professional development to enhance staff capabilities and retention



Technological Resources

- Investment in cloud-based solutions and modern hardware
- Development and deployment of new business applications



Data and Analytics

- Systems for data collection and analysis to inform decisions
- Tools for monitoring and evaluating program effectiveness and customer satisfaction



Partnerships and Collaborations

- Partnerships with state agencies, private sector, non-profits, and community groups
- Community engagement to align with state and community goals



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