

Oklahoma Department of Wildlife Conservation

Strategic Plan 2019-2023

March 25th, 2019

Under the guidance of the Oklahoma Wildlife Conservation Commission (OWCC) the Oklahoma Department of Wildlife Conservation (ODWC) is the agency responsible for managing and protecting fish and wildlife in the state. The agency originated through the state's constitutional process, created based on the user-pay, user-benefit principle whereby hunter and angler license fees fund operations, receiving no general state tax appropriations. At ODWC, we shoulder responsibility for fish and wildlife conservation in Oklahoma and because we are stronger together, we share this work with hunters and anglers, partners and private land stewards who love the outdoors.

Committed to action

Strategic planning is hard work. It involves articulating the results for which the organization will hold itself accountable and the actions it will take to get there. This Strategic Plan provides a vision for the future of the agency (Mission, Values and Goals) and how the agency will turn that vision into action (Objectives, Strategies and Implementation) over the next five years. It's practical, concise, flexible, and forward-looking, dealing with current and anticipated opportunities and challenges.

This plan was built on a solid foundation and robust process of engaging ODWC Commissioners, ODWC leadership, all agency staff and front-line stakeholders. The process was led by a 6-person Planning Team comprised of staff from each of the agency's divisions.

State wildlife agencies face a variety of circumstances. ODWC's particular fiscal, social, geographic, and political context were examined and discussed. One-on-one interviews were conducted in-person or via phone with all Commissioners and agency leaders.

Employees, as the backbone of ODWC, were the natural point to begin strategic thinking. The Planning Team asked employees questions about performance and future level of emphasis across a range of issues and considerations. Employees reported appreciation for agency leadership listening to input on major decisions like the ones involved in developing this strategic plan. Director Strong attended all the meetings and sent updates to keep all informed, as well as provide encouragement to staff for participating and raising the level of importance when responding to employee questionnaires. Time and time again, eager to share their thoughts and to take the opportunities

offered by top leadership, employees stepped-up and showed-up to one or more of the 6 agency meetings (and 30+ small groups sessions at those meetings) held throughout the State. And, agency staff responded to anonymous surveys conducted: July 2018 (285 respondents), September 2018 (160 responses), and January 2019 (107 responses).

The Planning Team was encouraged by the candor and unvarnished truth shared at the meetings and on the surveys. The quantitative analysis and the significant volume of written comments were reviewed in detail by leadership and the Planning Team and were summarized and shared at cross-divisional meetings (which some employees commented were the first such meetings they had ever attended).

Insights from the Engagement

Providing a strong foundation of people, partnerships, programs, and forward-looking funding alternatives were recurring themes. The items that respondents ranked highest in performance tended to center on ODWC's *traditional core activities*, such as providing public access to hunting and fishing, researching and monitoring fish and wildlife populations, restoring and maintaining fish and wildlife populations and habitats, and providing quality customer service.

The items that ranked lowest in current performance tended to center on *how work happens* at ODWC. These include items such as spending money efficiently, seeking feedback before making changes, working together across divisions, and compensating staff appropriately.

The areas in need of greatest improvement all involved how administrators interact with other staff members, especially in giving direction on priorities, communicating program changes, and seeking feedback before making major decisions.

The suggested issues and considerations prioritized below - *where focus might be placed* – became the framework from which to develop objectives and strategies.

1. Reward, retain, and encourage advancement of employees
2. Administrators seek feedback from the field staff before making major decisions
3. Administrators effectively communicate changes in programs and policies
4. Provide employees with up-to-date equipment and technology
5. Recruit, retain, and re-activate hunters and anglers including engaging non-traditional users
6. Evaluate effectiveness of ODWC programs and projects
7. Spend money efficiently and on the right things
8. Secure new revenue streams beyond traditional sources

Thirty-eight stakeholders evaluated the performance of the ODWC via an online survey conducted in September 2018. Well-informed, front-line stakeholders voiced their priorities in-person at a workshop hosted in the new ODWC headquarters.

Being actively involved in the planning process provided employees and stakeholders a needed stake in setting the priorities of the agency. The issues and considerations that emerged charted the initial strategic course. The Planning Team and agency leadership guided the necessary edits and the result is this strategic plan.

Revised Mission Statement

We manage and protect fish and wildlife, along with their habitats, while also growing our community of hunters and anglers, partnering with those who love the outdoors, and fostering stewardship with those who care for the land.

Goals

ODWC has 350 full-time staff with a wide range of skills, including more than 100 game wardens and more than 150 Fish and Wildlife personnel, organized into five major divisions: Administration, Fisheries, Information and Education, Law Enforcement, and Wildlife. This is “who” we are as an agency.

Our employees all have something in common -- our passion for the conservation of Oklahoma’s fish and wildlife resources. This is our “why” we do the work we do at ODWC. Our goals below capture “what” that work is that we do at ODWC:

1. Enhance Oklahoma’s Fish & Wildlife Resources for Future Generations
2. Strengthen a Dedicated, Talent-rich Fish & Wildlife Agency
3. Manage Money and Services to our Fullest Potential
4. Grow an Active, Passionate, and Knowledgeable Outdoor Community

Values

We are guided in our work by our values. These values make-up “how” we do what we do as an agency.

1. **Respect** - We recognize the worth, quality, importance and diversity of each other and the people we serve.
2. **Responsibility** - We are accountable for accomplishing all tasks in a professional manner.
3. **Service** - Our purpose is to provide constituents with the highest quality of service as it relates to the agency mission.
4. **Integrity** - We are honest and forthright and uphold the highest ethical standards.

Objectives and Strategies

Following are ODWC Objectives and Strategies for the next five years under each of the four goals. These do DO NOT cover all the programs or activities undertaken by ODWC. Instead, they focus on the highest priorities... where it's possible to have the most impact *to address employees top concerns; to take advantage of emerging opportunities; and to support the priorities identified by staff and stakeholders that affect the Mission of ODWC.* As the strategic planning process matures, within ODWC more and more of the agency programs will be accounted for with specific objectives and strategies.

A "Lead" for each of the Objectives has been identified. They will serve as the monitor for the Strategies identified under each Objective.

Following in the Implementation section of this strategic plan are 14 Initiatives for which Action Plans will be developed and implemented. These Initiatives will be the focus of Year 1 of Implementation.

GOAL I: ENHANCE OKLAHOMA'S FISH & WILDLIFE RESOURCES

FOR FUTURE GENERATIONS Maintain and enhance fish and wildlife resources; embrace new and existing partnerships aligned with our Mission

- A. OBJECTIVE:** Manage, protect, and restore aquatic habitats and populations. (Lead: Ken Cunningham)

Strategies: Identify and use latest research and management techniques.

1. Identify and use latest research and management techniques.
2. Encourage leadership to advocate for enforcement of statewide water quality standards.
3. Prioritize protection and management of watersheds.

4. Identify instream flow needs.
5. Promote implementation of instream flow management.
6. Develop management strategies to address potential future impacts of climate change (i.e., weather extremes, changing patterns, cycles and trends, and catastrophic events) on fish populations and habitats.
7. More effective management of invasive species.

B. OBJECTIVE: Manage, protect, and restore terrestrial habitats and populations. (Lead: Bill Dinkines)

Strategies:

1. Identify and use latest research and management techniques.
2. Establish population targets and management controls on Public Lands and statewide harvest strategies.
3. Explore the possibilities for managing habitat at the landscape scale through land acquisition, partnerships, and private land programs.
4. For ODWC managed properties conduct an inventory of habitat improvement and infrastructure needs through preparation of Management Plans.
5. Identify obstacles pertaining to state and federal constraints of land management.
6. Develop management strategies to address potential future impacts of climate change (i.e., weather extremes, changing patterns, cycles and trends, and catastrophic events) on wildlife populations and habitats.
7. More effective management of invasive species.

C. OBJECTIVE: Build trusting relationships and partnerships to find creative management solutions and leverage shared resources (Team Lead: Corey Jager)

Strategies:

1. Increase partnerships with NGOs we've partnered with in the past.
2. Develop new partnerships with previously unidentified groups.

3. Increase manpower (Farm Bill biologists / Technical Assistance) through partnerships.
4. Work with other State and Federal agencies to: expand hunting and fishing opportunities; advocate for protection of natural resources with voting public and elected officials; and expand tourism and recreation opportunities.
5. Explore funding opportunities including cost-share from entities not normally associated with streams and habitat projects.

GOAL II: STRENGTHEN A DEDICATED, TALENT-RICH FISH & WILDLIFE AGENCY Provide employees with appropriate equipment, technology and training; recruit, retain and reward a diverse and fully-engaged workforce

D. OBJECTIVE: Ensure employees have appropriate training, equipment, and supplies necessary to perform their job. (Team Lead: Mark Walker)

Strategies:

1. Evaluate and update Department-issued equipment and supplies using inter- and intra-divisional teams with field staff opinions on equipment and related policy recommendations.
2. Identify where training is deficient using employee/managers' input and provide applicable performance-related training.

E. OBJECTIVE: Provide for a modern workplace with access to digital data, transparent workflows for digital processes, and skill-building training that embraces a digital workforce and current information technology. (Team Lead: Lindsey Presley)

Strategies:

1. Identify what is lacking and what is needed (and why) for improving the Information Technology (IT) section's ability to achieve the objective.

2. Consider working with Office of Management and Enterprise Services (OMES) on standardization or pre-approved common purchases (under a certain \$ amount) to stock supplies used frequently.
3. Identify and implement streamlined digital workflows / automation that allows for paper reduction, electronic signatures, allow employees ability to update or change personal information when possible, etc.

F. OBJECTIVE: Recruit the best qualified, brightest, and diverse employees. (Team Lead: Vicky Scaggs)

Strategies:

1. Rewrite / review job descriptions for different positions (to make sure we get what we are asking for) and have a process that is more adapted to, or flexible for, soliciting candidates we want for entry-level specific jobs - Evaluate / re-visit emphasis on degree / qualifications (for some jobs).
2. More selective and proactive recruitment strategies (e.g., “head-hunting”).
3. Define a framework for a Human Resources (HR) program that supports diversity increasing in the work environment. Ensure the HR framework includes opportunities for engaging women, minorities and underserved populations.
4. Develop a policy, procedure, protocol, methodology or some avenue to evaluate requests for new full-time employee (FTE) and position reallocation. In that policy set some guidelines on what all needs to be submitted for annual budget justification (i.e., details on whether it is a position funded by soft money, etc.)
 - a. Address the need for more ODWC biologists for aquatic resource management. More staff time is needed to manage the boating/fishing access program.
 - b. Address the need for more ODWC biologists and technicians.

G. OBJECTIVE: Retain and reward a dedicated and motivated workforce (Team Lead: Corey Jager)

Strategies:

1. Evaluate concerns and work towards identifying suitable resolution on issues affecting employee morale / fairness issues:
 - a. Evaluate overall compensation package, including an evaluation of employee compensation policy and all benefits received (vehicle, housing, utilities, cell phones, etc.) for fairness, consistency, and to ensure our ability to compete for and retain the best and the brightest talent.
 - b. Evaluate the promotion and advancement process and develop a list of recommendations: i) options to increase internal promotions opportunities, ii) policies for eliminating situations where subordinates make more than supervisors, and iii) merit-based pay.
 - c. Evaluate the known workload imbalances on supervisors and support staff, job duty inequities, and inconsistencies within and between divisions.
2. Provide more opportunity for employees to interact with experts in their field and gain professional exposure to peers and colleagues by engaging at conferences and seminars.
3. Provide an internal communication campaign about the current benefits for existing and new employees to understand the benefits of working for ODWC, for example: highlighting non-traditional and non-monetary benefits as a “package” and explanations about the new retirement system.

H. OBJECTIVE: Build competencies in effective management and operational excellence.
(Team Lead: Nathan Erdman)

Strategies:

1. Improve employee engagement through staff support for training, and providing opportunities for personal and professional development, better skills on basic necessary functional aspects for their jobs.
2. Working closer with Career Tech and Higher Ed (following the positive example from Law Enforcement) to get “better” trained employees turned-out, and better in-house trainings.
3. Expand Intern program (more exposure/more use for different positions).
4. Provide continuity of institutional knowledge and expertise when employees are transitioning, retiring, and/or leaving through a succession planning program.

I. OBJECTIVE: Cultivate an open, collaborative, supportive, and respectful team environment. (Team Lead: Andrea Crews)

Strategies:

1. Offer a modified program (or promote the Wildlife Resources Professional WRP) where employees get the opportunity to spend time with other division's staff on their duties, projects or programs: define opportunities, become more purposeful, organize and share the options employees have to consider. Continue to fund and expand ways to cultivate and support engaged, cross-functional teams of employees throughout the agency.
2. Re-evaluate ODWC's current leadership programs - potentially include more "workplace etiquette" training / Define what it means to have an inclusive culture / Training for managers and supervisors on inclusiveness and how to have "tough conversations."
3. Tie accountability to PMPs / referencing the "Values of the Organization" when acknowledging / addressing behavior inconsistent with values.
4. Consider opening new communication channels and outlets to protect those who feel a hostile or unsafe situation (Whistle-blower, comment box, grievance process, employee channels established, and training on how to use these channels).
5. Demonstrate support for an innovative work environment and culture that fosters cooperation and increases communication, as well as encourages creativity and idea sharing to explore, consider and build new solutions.

J. OBJECTIVE: Improve communications within and between divisions, and across the Department (Strategy Lead: Nels Rodefeld)

Strategies:

1. Create a structured protocol or system for encouraging communication between divisions and getting division-specific information conveyed to all employees.
2. Test different formats for the Executive Staff and agency employees to be able to jointly identify key upcoming decisions requiring input. Once those examples of key decisions are made, clearly spell out communication means, modes and methods.
3. Provide direction / establish guidelines, parameters and protocols and promulgate them on how to use All-employee emails.

4. Evaluate and select a new information exchange platform, one that works across the agency and replaces the Intranet.
5. Maximize employees' ability to have face-to-face contact with fellow Dept employees.
 - a. Consider regional, and other forms of face-to-face meetings.
 - b. Make more use of shared Calendars (Google calendars) for promoting events that serve as opportunities for those in the field to get the word to others around them or anywhere in the agency employees can have more face-to-face interaction with folks they don't see on a day-to-day basis.

GOAL III: MANAGE MONEY AND SERVICES TO OUR FULLEST POTENTIAL Ensure financial responsibility and sustainability

K. OBJECTIVE: Evaluate program effectiveness as related to agency goals and cost effectiveness. (Team Lead: Josh Johnston)

Strategies:

1. Identify current ODWC program goals. Provide a list of current programs to all employees.
2. Develop an ODWC evaluation tool-kit (similar to [this](#)) to evaluate programs on a regular basis for performance and results.

L. OBJECTIVE: Budget according to agency priorities and the annual implementation of initiatives identified in the strategic plan. (Team Lead: Lindsey Presley)

Strategies:

1. Align budget with Annual Implementation Plans.
2. Take program evaluation and the implementation team leads' input into consideration for FY 2021 budget.
3. Continue with capital expense budgeting that reflects needed hatchery and ODWC Dept. owned lakes renovations to better manage sport fish populations - funding is an issue.

4. Continue with capital expense budgeting that reflects needed WMA infrastructure and facilities renovation.

M. OBJECTIVE: Secure new revenue streams beyond traditional sources. (Team Lead: Barry Bolton)

Strategies:

1. More emphasis on seeking NGO money by staff.
2. Evaluate employee suggestions and incorporate the ones that enhance existing programs.
3. Consider charging for technical assistance and private land services (i.e., farm pond stocking, pond management).
4. Coordinate with the Foundation in outreach to donors.
5. Provide employees training to ensure proper use of grant funds in accordance with grant agreements. Also, how to apply for grants from new sources when their purpose aligns with the projects ODWC is working on.
6. Expand revenue generating management techniques on ODWC properties (e.g., cattle, timber, water, firewood license sales), when those techniques align with sound fish and wildlife management.

GOAL IV: GROW AN ACTIVE, PASSIONATE & KNOWLEDGEABLE OUTDOOR COMMUNITY Recruit, retain, and reactivate (R3) hunters, anglers, sport-shooters, boaters and non-traditional customers; improve public recognition and support for our agency employees as fish and wildlife experts; and Increase access to aquatic and wildlife related recreational opportunities

N. OBJECTIVE: Develop a shared vision for ODWC R3 (Team Lead: Micah Holmes)

Strategies:

1. Address what R3 means to our agency.
2. Work with professionals and stakeholders in this discipline to evaluate our current R3 programs, including: carrying-out a program mapping exercise to decide what programs fit where.
3. Develop recruitment, retention and reactivation goals and provide periodic updates.
4. Identify barriers to recruitment, retention and reactivation.
5. Reduce barriers to recruitment, retention and reactivation.

Recruitment Strategies:

6. Evaluate employee suggestions and incorporate the ones that enhance existing R3 programs.
7. Explore opportunities to leverage resources with other organizations that share our goals.
8. Look for opportunities to welcome a diversity of new hunters and anglers.
9. Decide what other outdoor users would be good targets to recruit as constituents and identify existing or potential programs that could be effective in targeting these users.
10. Address issues with non-residents as a target audience.

Retention Strategies:

11. Consider how to provide extra incentives to the renewal of a license (i.e., provide the magazine) and pilot a few of the easier ones to implement (e.g., auto-renewals) with defined targets and tracking what's learned from efforts.
12. Promotion of the Lifetime Seniors License (i.e., sending an email on their 65th).

Reactivation Strategies:

13. Develop marketing plan for use of funds from hard card sales.
14. Provide incentive or reward for a current angler or hunter who actually reactivates a former angler or hunter.

O. OBJECTIVE: Better serve citizens and our public image by increasing the consistency of brand representation across logos, apparel, signage, and events. (Team Lead: Micah Holmes)

Strategies:

1. Logo redesign (One brand = One logo).
2. Consult with experts in this field about brand standardization, spreading the re-brand to other visible products (brand unification), and purchasing / selling of branded materials.
3. Consider offering branded apparel options to be purchased by the public while keeping ODWC uniforms for employees only.

P. OBJECTIVE: Increase capacity for targeted and effective communications; Design and produce targeted and effective communications (Team Lead: Kelly Adams)

Strategies:

1. Inventory existing communication efforts and identify baseline data.
2. Establish monitoring protocol, and design evaluation into communication offerings to enable reporting on effectiveness.

Q. OBJECTIVE: Improve and increase access to hunting, fishing and outdoor opportunities. (Team Lead: Kristen Gillman)

Strategies:

1. Identify current baseline hunting and fishing rates and track progress towards improving infrastructure, user facilities, security and other planned improvements on existing areas to enhance the public use experience.
2. Expand properties available: through OLAP, easements, targeting areas adjoining WMAs and targeting close-to-urban areas with OLAP.
3. Evaluate use and track participation each year with WMAs and OLAP.
4. Identify needs (proximity, demands, values) criteria for new land acquisitions.
5. Purchase or lease properties to expand hunting and fishing opportunities.
 - a. Strategically add more acres; adjacent to existing properties, inholdings within existing properties, in parts of the state that are deficient in public lands, and properties with important habitat, fishing opportunities or offer quality hunting potential.

- b. For Partner owned / ODWC managed, explore more land leasing opportunities (such as OLAP expansion, timber companies, etc.).
- 6. Evaluate easement program.
- 7. Look for partnership opportunities with other property owners such as state parks, school lands, ODOT, universities, municipalities, etc.
- 8. Increase and improve close-to-home fishing opportunities.
- 9. Evaluate use/participation in Boating/Fishing Access to gain a better understanding of what facilities are important to anglers and boaters and improve infrastructure, user facilities, security and other planned improvements on existing areas to enhance the public use experience.

Implementation

The return on the time and effort invested in ODWC Strategic Planning will be realized to the extent that strategic thinking and planning is converted into regular action. As this approach leads to more effective decision-making, it will become a new way of doing business for the Department.

Following in this section are:

- Our 2020 Vision--the Initiatives for the first year of Implementation.
- Action Plan Development--a description of how the Action Plans will be developed and implemented for each Initiative.
- Accountability Process--the details on how the Initiatives will be tracked and monitored.

OUR 2020 VISION

Initiatives for the first year of implementation were synthesized from the Objectives and Strategies. Given limited time and funding for the first year of strategic plan implementation, these initiatives identified are where majority of focus will be invested. “Team Leads” have been identified for each initiative and the Objective letter and/or Strategy number(s) are noted in parentheses.

1. **Rewarding Excellence** - Evaluate compensation packages and employee duties. Corey Jager (*G1*)
2. **Listening for Change** - Encourage more and better communication within and between divisions. Replace the central information storage and sharing platform (aka, the Intranet) with something that works across the agency and provides for true two-way communication. Nels Rodefeld (*J1, 2,4,5*)
3. **Removing Paper Obstacles** - Streamline paperwork so employees can spend more time working on what matters most. Lindsey Presley (*E3*)
4. **Attracting Top Talent** - Review job descriptions and requirements to ensure the agency gets the best of the best in new employees. Vicky Scaggs (*F1*)
5. **Building a Team Culture** - Define a workplace where all employees feel valued in their jobs and know how their jobs reflect on the Values of the Organization. Andrea Crews (*I3*)
6. **Leading with Purpose** - Establish agency leaders that are equipped and expected to lead by example. Karla Beatty (*I2*)
7. **Aiming for the Target** - Identify agency program goals and how we will evaluate them for performance to address whether or not we are meeting our goals. Josh Johnston (*K1*)
8. **Spending Wisely** - Align budgets with strategic priorities annually. Lindsey Presley (*L1*)

9. **Seeking the Next Generation** - Address how the agency can become a national R3 leader. Improve brand awareness among constituents with a new and unified logo. Micah Holmes (*N1, O1*)
10. **Boosting Communication Impact** - Set-up consistent tracking and reporting for targeted and effective communications Kelly Adams (*P1,2*)
11. **Laying out the Welcome Mat** - Identify ways to make our properties more user-friendly. Identify and purchase new properties that are in parts of the state deficient in public lands, hold important habitat and/or offer quality waterbody access or hunting potential. Kristen Gillman (*Q1, 4, 5a*)
12. **Finding new Resources** - Broaden financial support from partners, NGOs, and new sources aligned with our mission. Barry Bolton (*M1*)
13. **Flowing into the Future** - Encourage enforcement of statewide water quality standards. Promote implementation of instream flow management according the best scientific data. Ken Cunningham (*A2, 4, 5*)
14. **Stewarding our Lands** - Prepare Wildlife Management Area Management Plans that identify goals, objectives, management opportunities and accomplishments. Bill Dinkines (*B4*)

Action Plan Development

The above strategic initiatives will be led by ODWC employees with additional guidance from our strategic planning consultants and the Department Director. The assemblage of Action Plans, the composition of support teams for the first year initiatives, and the implementation of strategies (actions) depends on the nature and needs of the specific initiative. Information and ideas from the recent employee and leadership surveys will be made available. For the first year, the initiative leads will be undertaking an additional robust process to better outline and prioritize specific tasks and actions to be taken by ODWC.

Action plans for initiatives above will answer:

1. **ACTION PLAN OBJECTIVES:** *What are we trying to accomplish?*
2. **TASKS:** *What needs to be done?*
3. **TIMETABLE:** *What will the schedule be?*
4. **ASSIGNMENTS:** *Who will do each task?*
5. **RESOURCES:** *What if any additional resources (i.e., money, staff, tools, knowledge, outside experts) are needed to fully implement the strategy?*
6. **EVALUATION:** *How will we know if it worked?*

Accountability Process

An important component of being accountable to the commitments made in this Strategic Plan will be regular review of progress and appropriate adjustments. Implementation of the Strategic Plan will begin on April 1, 2019.

The following schedule has been developed for employees leading initiatives. Although these dates will be adjusted as needed, deviation from conducting these recurring Reviews is to be avoided.

Bi-weekly Reviews

~ 1 hour or less in length for the Strategic Planning portion; Held on two Mondays each month (except in October, November and December); All Team Leads participate in each call... call is led by the Director; 2nd meeting each month will be held in conjunction with the Commission Staff meeting; Agenda—the agenda will be the same for each Weekly Review as Team Leads provide a quick update on their initiative, Good news/progress, if any, since the last update, Problems or obstacles on the horizon; The call leader circles back for brief discussion/resolution related to problems/obstacles. Agree on next steps to be taken by team.

Quarterly Reviews

~ 3 hours in length; Same agenda as Weekly Reviews, plus: Deeper dive into opportunities or obstacles related to specific strategies pursued in the first-year initiatives. The 14 initiatives identified in the 2020 Vision will be the focus of the Quarterly Reviews with time spent addressing issues emerging from the Weekly Reviews. Quarterly reports will be provided to Commission via Director's Report.

Annual Review

~ 6 hours in length; Agenda: Review of entire strategic plan, and make adjustments for Year 2.

Attendees: Commission Staff and all active Team Leads.

Location: All Weekly and Quarterly Reviews will be scheduled in advance, some will allow for participation via online meetings. Location for the Annual Review TBD.

Review Schedule:

April 8, 2019	June 24	September 9—Qtr
April 22	July 8	Review
May 13	July 22	September 23
May 28 (Tuesday)	August 12	October 14
June 10—Qtr Review	August 26	October 28

November 18
December 9
January 13, 2020—Qtr
Review

January 27
February 10
February 24
March 9

March 23—Annual
Review

Evaluating Strategic Plan Accomplishment

The Performance-Emphasis Matrices resulting from the Internal and External engagement processes undertaken during this planning effort are excellent criteria upon which to evaluate agency performance on achieving objectives, as well as allocation of budget and staff. These tools can be employed at any time, and compared to the baseline results to assist ODWC in assessing performance.

Each of the 2020 Vision Initiative leaders will identify a list of key performance indicators (KPIs) that can be tracked. These indicators will be kept simple. One or two per strategy to start. Team Leads will be responsible for collecting KPI data. During the regularly scheduled meetings with the Director, these indicators will inform what's going well, what's going less well, and where there are opportunities for short-term improvement. The tracking of key performance indicators becomes a source of feedback on efforts and an early warning system for problems.

Processes for assessing progress/success are built into the fabric of the ODWC strategic plan. One of the keys to success is the commitment to use the strategic plan in a cyclical, adaptive process—continually implementing actions, assessing outcomes, modifying programs based on feedback and then then starting over again.

Acknowledgements

Writing the ODWC Strategic Plan required input, wisdom and contributions from many individuals. A sincere thank you to Dave Case and the DJ Case & Associates team for providing the framework and structure for our Strategic Planning process; Daniel Escher for his leadership on survey instruments; and Matt Heinemann and Dave Case for being our facilitators throughout the planning process. Gratitude and appreciation is owed to all of the ODWC employees who contributed their perspective and voice; the ODWC Commission Staff and Commissioners for contributing ideas and feedback throughout the strategic planning process; and Director J.D. Strong for elevating strategic management as a priority and for initiating this strategic planning process.

We offer special acknowledgement to Micah Holmes and Corey Jager, the co-chairs of the Strategic Planning Team, and to Josh Johnston, Rod Smith, Lindsey Presley and Mark Walker whose dedication and purposeful resolve created a clear pathway for this plan. The Strategic Planning team

provided leadership, critical thinking and guidance throughout the process; each of your decisions to accept the risk of taking on this ambitious project earned you the respect of your leadership and made you each indispensable members of a pivotal moment in the Department's history.