



Oregon Travel Information Council

Strategic Plan
2023-2028

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Executive Summary

Agency Background and Scope

Oregon's Travel Information Council (TIC) is a semi-independent state agency that was created by the legislature as part of the Oregon Motorist Information Act of 1971 to institute logo sign and motorist informational sign programs on the state highway system and secondary routes. Over time, TIC was authorized to provide travel info center kiosks, museum and historic site signs, general service signs, historical markers, and heritage tree signs, as well as to manage, maintain, improve, and develop selected highway rest areas.

The purpose and scope of TIC's primary programs are:

Rest Area Program - Rest area management is based on the needs of the traveler, as well as the communities which exist nearby. We collaborate with community leaders, industry partners, and regional businesses to provide the very best motoring experience possible, including reliably clean and safe rest facilities. Today TIC is responsible for 25 rest areas, several of which also house information centers.

Sign Program – Serves both local communities and travelers. Informing travelers helps to ensure public safety by providing directions to important destinations such as food, gas, lodging, camping, and attractions. Travelers visiting communities and businesses enhances local economies.

Heritage Programs – Created in the 1990s, the Heritage programs are comprised of two historical programs that inform the public about Oregon's history.

The Heritage Tree Program recognizes Oregon trees of significance, educates the public about their value, and promotes their appreciation as part of Oregon's heritage.

The Historical Marker Program informs the public of statewide or nationally significant historical or geological events and/or locations by placing and maintaining informational markers on state highway right-of-way or nearby accessible property.

TIC receives no recurring state or federal funding for the Heritage Programs and relies heavily on the participation of volunteers to staff committees, maintain historical markers, develop projects, and secure local community funding and grants.

Agency Oversight

The Travel Information Council ("the Council") is an oversight body for the TIC agency and comprised of 9 members appointed by the Oregon Governor's Office for four-year, renewable terms. This body is responsible for making informed decisions and policies. TIC staff are accountable to the Council for effective operations in service to the public.

Strategic Planning Process

In September 2022, working with Integrated Success HR Consulting & Coaching, LLC (a Willamette Valley based organizational development company), the TIC engaged in a strategic planning process to develop a 3-year plan to best serve stakeholders by building upon the strengths of the organization. Agency fundamentals of mission, vision, and core values were examined considering current realities and trends, and anticipated shifts. The TIC met for a full-day retreat to accomplish the following:

- 1) Clarify agency fundamentals by refining the TIC's mission statement and developing a vision statement and core values serving all stakeholders.
- 2) Develop a multi-year strategic plan to attain the articulated vision, serving stakeholders while exemplifying core values.
- 3) Identify 3-5 aspirational and realistic Key Strategic Initiatives to accomplish the plan.
- 4) Articulate high-level strategic areas of focus in support of each Key Strategic Initiative.

Prior to the strategic planning retreat, feedback was gathered from TIC employees and external stakeholders via online questionnaires during the period of September 8 through September 15, 2022. Twenty-nine employees and 17 external stakeholders responded. Themes that emerged from those responses were shared with strategic planning retreat participants and purposefully considered throughout development of this strategic plan.

Through a highly engaged and collaborative process, the TIC defined their stakeholders and considered expectations and needs of each stakeholder. Using this stakeholder lens, the TIC examined the previous mission, and articulated vision and values of the agency, identifying key elements to retain and opportunities to refine and restate the TIC's purpose, aspirational state, and guiding principles of engagement.

Four common themes emerged that, ultimately, are embedded within the resulting Key Strategic Initiatives. The themes are: (1) organizational structure to optimize efficiencies and effectiveness; (2) using technology in service to TIC and stakeholder interests (including safety, security, and effective use of current resources); (3) developing reliable funding sources to provide value-adding services to stakeholders; and (4) ensuring documented policies and procedures for each program area to support optimal performance.

This strategic plan report first focuses on the fundamentals of mission, vision, and core values; followed by an analysis of stakeholders, external opportunities and obstacles, internal strengths and gaps, key strategic initiatives, and a framework of supporting strategies. The report culminates with recommendations related to implementation. An Appendix, containing a list of retreat participants and the pre-retreat packet, is attached.

Strategic Plan and Road Map

Mission

During the planning retreat, the TIC examined the core purpose for its existence, the work the organization is tasked with and for whom. Based on those informed discussions, the mission statement was updated to read as follows:

Our Mission

OTIC serves Oregon travelers and local communities by providing safe and welcoming rest areas, helpful highway signage, informative historical markers, and heritage tree designations.

Vision

Participants discussed what the TIC would be known for; the compelling aspiration of what the organization strives to be and create for others. A new vision statement reads:

Our Vision

To create exceptional, safe, and enjoyable traveler experiences.

Core Values

Recognizing that core values express what is important to the organization and how individuals within it carry out its mission and vision, participants developed the following set of non-negotiable and actionable core values. They describe what we commit to aspire to; how we show up when we are at our best.%



Equity Statement

The Travel Information Council is committed to ensuring that our rest areas are safe and accessible to all visitors. We are committed to telling complex and accurate stories of Oregon's past through our heritage program, where inclusion is at the forefront. We are committed to equally serving all directional sign customers by providing equitable and consistently high service levels.

Stakeholders

Working from a shared definition of “Stakeholders” as individuals, groups, or other entities that are affected by our work, have influence or power related to our success, or otherwise have an interest in the deliverables of our work, participants brainstormed a list of stakeholders. They then honed the list to five (5) key stakeholder groups and examined each stakeholder’s role and expectations of or needs from the TIC. Insights are provided in the table below.

| Stakeholder | Stakeholder Role | Stakeholder Expectations of TIC |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Travelers | Users of the services we provide; the primary “customer” and reason we do what we do. | Safe and clean rest areas with appropriate amenities; clear and accurate signage; accurate, and informative historical markers and heritage tree designations. |
| Oregon Dept of Transportation (Traffic, Maintenance, Construction) | Owner of rest areas and allocator of restricted funds for capital improvements and ongoing maintenance. | Transparency and collaboration; support and enforce laws and rules; maintain rest areas and historical markers. |
| Oregon State Parks | Owner of select rest areas, historical marker locations, and heritage tree hosts. | Transparency and collaboration; support and enforce laws and rules. |
| Legislature | Proposers of legislation and decision makers for state highway fund allocations. | Implement laws and adopt rules; respond and provide information to queries for guidance. |
| Governor’s Office | Overseer of the agency and Council; policy advisors provide guidance. | Collaboration; ensure public safety. |

This work was then evaluated against the revised mission, vision, and values to ensure congruency and alignment.

SWOT Analysis

A SWOT Analysis is a common strategic planning tool for assessing the internal (Strengths and Weaknesses) and external (Opportunities and Threats) environment. By taking stock of the strengths and opportunities, the TIC's internal gaps and external obstacles may be mitigated or overcome. In the retreat discussions, some terminology was modified to have a strengths-oriented perspective.

Strengths & Weaknesses

Participants brainstormed **internal strengths** and then the **weaknesses** (gaps, or areas that needed improvement) that help or hinder us in successfully carrying out the organization's Mission and Vision. Once brainstormed lists were complete, each participant selected three strengths and two areas for improvement they believed to be most impactful to the TIC's success.

| Strengths (Organizational Assets and What TIC Does Well) | Weaknesses (Gaps or What We Need More Of) |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Nimbleness: semi-independent agency; organization size; flexibility | Staffing – redundancy/backfill capacity; cross-training; high turnover; difficulty in recruiting |
| Staff commitment / hard working | Infrastructure investment |
| Experience and expertise | Funding (currently highly controlled, restrictive) |
| Reliability and customer focus | Technology |
| Project planning | Documentation of process, procedures, best practices |
| Fresh perspective | Potential dissolution of historical marker maintenance volunteers |
| Engaged Council members | Optimal organization structure |
| Financial management and controls | |
| Good communication and practices | |
| Depth of bench (in some areas) | |
| Empowerment at all levels | |

Opportunities & Threats (Obstacles)

Working in small groups before reporting to the entire group for input, participants brainstormed **external opportunities and obstacles** (or threats) to successfully executing the TIC’s Mission and Vision. Each participant then selected three external opportunities and three external obstacles they believed to have the greatest influence on the agency’s success. By far, the Opportunities with the greatest energy to capitalize upon were sharing accounts of TIC’s positive impact and shoring up reliable funding. It was noted that TIC is slated to lose capital funding as of 2026 (immediate threat), and current statutory operational funding maybe insufficient in the near future.

| Opportunities | Threats (Obstacles) |
|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Presentations/updates to Legislature – telling TIC’s story and successes | Economic challenges (inflation) |
| Marketing and earned media – branding; telling TIC’s story, perhaps in rest area signage) | Restricted / limited funding |
| Enhance funding consistency and sources | Unknown political impact of 2022 state-level elections |
| Community engagement and celebrations (e.g., marker dedications) | Increased use vs capacity of rest areas |
| Interagency planning (increase efficiency and cost effectiveness) | Safety challenges (rest areas due to space capacity and human behaviors) |
| Improve relationships with targeted, interested stakeholders | Catastrophe staging |
| Expanding services at rest areas | |

Key Strategic Initiatives

As the group prepared to develop Key Strategic Initiatives, they envisioned that TIC had made significant progress in attaining its Vision and fully executing its Mission while living out the Core Values. They focused on what TIC was known for, building upon their strengths and opportunities with awareness of their gaps and obstacles. Participants brainstormed strategic initiatives that would support their aspirations. Through an interactive process, the brainstormed list was explored and prioritized, honoring the survey feedback from employees and external stakeholders. Ultimately four (4) Key Strategic Initiatives were identified as critical to achieving TIC’s vision:

Key Strategic Initiatives

1. Organizational Development.
2. Technology Plan for Enhanced Safety, Security, and Efficiency.
3. Reliable Funding Strategy.
4. Policies, Procedures and Best Practices for Optimal Performance.

Initiative Goal Metrics & High-Level Supporting Strategies

In developing high level strategies to support each Key Strategic Initiative, participants considered stakeholders, timeframes, needed resources, potential obstacles, and associated mitigating measures.

Strategic Initiative #1

Organizational Development.

Metric: Sufficient staffing and balanced allocation of work.

High Level Strategies:

- Assess current organization structure.
- Conduct climate survey.
- Review classification and compensation structure.
- Evaluate efficiency and effectiveness of human resource related systems.

Strategic Initiative #2

Technology Plan for Enhanced Safety, Security, and Efficiency.

Metric: Implementation of effective and adequately staffed technology plan.

High Level Strategies:

- Assess current technology with assistance of subject-matter experts.
- Prioritize needs considering safety, security, and use of resources (including limited staff time).
- Adequately staff technology related efforts.
- Obtain funding and strategically implement plan.

Strategic Initiative #3

Reliable Funding Strategy.

Metric: Stable and adequate funding for upkeep and improvement of Rest Areas and Signage programs, and for upkeep, improvement, and expansion of Heritage Programs.

High Level Strategies:

- Seek private and tribal funding for Heritage Programs;
- Build relationships and define roles;
- Budget for lobbyist and develop materials and accounts of TIC's positive impact; steward relationships;
- Councilors call on legislators; and
- Hire lobbyist.

Strategic Initiative #4

Policies, Procedures and Best Practices for Optimal Performance.

Metric: Written and up to date policies and procedures for all key areas which codify existing TIC expectations and best practices, and articulate new policies that improve efficiencies within 3 years.

High Level Strategies:

- Assess existing policies and procedures for accuracy and completeness;
- Identify missing policies and procedures for program and administrative areas;
- Prioritize and develop policies by program and administrative area;
- Finalize and adopt policies and procedures with agreement of the Council; and
- Implement and set schedule for regular assessment of policies and procedures.

Potential Priorities

Throughout the retreat and during its wrap up, a list of potential priorities emerged. It was recognized that not all of ideas on this list were fully explored, and it is a repository to reference in further build out and implementation of this plan. “Potential Priorities” identified were:

1. Infrastructure Functionality and Enhancements to foster a continuously safe and positive experience for travelers.
 2. Cultivating Collaborative Partnerships and Relationships to ensure continuity of volunteer programs, multi-agency efficiencies, etc.
 3. Increasing Visibility of TIC’s Positive Impact on travel, local communities, and knowledge of Oregon’s past
-

Implementation Recommendations

Next Steps for Strategic Plan Deployment

With the successful conclusion of one-day strategic planning, that was both deep and wide in focus, it is now incumbent upon TIC to implement the resulting plan effectively. Following are implementation recommendations that may be useful in successfully executing the plan.

Three overarching categories of implementation activities to consider are: Resource Allocation; Action Planning and Monitoring; and Communication.

Resource Allocation:

As with most strategic plans, the greatest obstacle to implementation are insufficient focus and resources, particularly staff time. An internal assessment of what can be stopped, delegated or outsourced is an initial step in prioritizing and allocating existing resources. Transparently optimizing existing staff resources creates visibility and shared understanding of priorities and needs.

The Executive Director may serve as the internal point person, shepherding the process, and ensuring resources are aligned to the strategic intent of TIC; developing an effective communication plan, and overseeing the use of appropriate technology and tools to build, maintain, track, and organize momentum. The Executive Director may be the “owner” of one or more initiative and/or delegate the role of “owner” of specific initiatives.

Staff members assigned to the role of “owner” of a Key Strategic Initiative may be responsible for oversight of the initiative, including coordinating all efforts and reporting of action steps progress by accountable individuals.

Action Planning and Monitoring:

For effective implementation, it is essential that specific actions be identified that will advance TIC toward accomplishing each high-level supporting strategy. Determining who is accountable for each action step and establishing a timeline for completion, will help ensure progress and visibility. TIC staff may develop specific action plans, ensuring everyone is clear about their commitments and how to raise concerns about obstacles as they arise.

Having a Council member serve as the “champion” for a Key Strategic Initiative may help keep each Initiative on track. The “champion” may lead periodic check-ins with the staff team charged with executing the initiative, reviewing progress, discussing successes, obstacles, and measures to mitigate obstacles.

Communication:

The Executive Director, together with the support of the Leadership Team and Council, should oversee strategy execution across TIC. Recommended action items are as follows:

- Create an internal and external strategy communication plan:
 - Appreciating survey input from employees and external stakeholders, connecting themes derived from their input to strategic planning retreat outcomes;
 - Conveying TIC's positive impact and strategy to key stakeholders, strengthening partnerships; and
 - Seeking feedback to continually gauge TIC's desired versus stakeholder actual perceptions of TIC's effectiveness, as feedback from and partnerships with external stakeholders will be valuable in the execution of the strategic plan.
- Engage all TIC staff in defining Core Values, describing what each looks like in action, and how they can best be embedded to further foster a desired, productive workplace culture serving the traveling public.
- Ensure that the leadership team has a firm grasp on TIC strategic initiatives including the high-level supporting strategies, ensuring their staff understand and can meaningfully contribute to achieving goals.
- Hold those responsible for specific deliverables accountable. To assess progress on strategic initiatives, it's important that assigned "champions" (or "owners") hold regular group strategy meetings involving individuals with action step accountability.
- Conduct strategic check-in meetings that provide opportunities for coaching and improvement of specific areas that impact deliverables. Check-ins for this agency may be as follows:
 - Executive Director and Council, particularly initiative "champions";
 - Executive Director and initiative "owners";
 - "Owners" and initiative team members (accountable individuals); and
 - Standing agenda item as part of TIC all-staff meeting.

Appendix

2022 Strategic Planning Retreat Participants

Council Members:

Bob Garcia, Chair

Michael Card, Vice Chair

Elize Canty-Jones

Ed Washington

Rich Riggs

Staff Members:

Elizabeth Boxall, Executive Director

Steve Duvall, Rest Area Program Administrator

Heather Swanson, Rest Area Program Manager

Diane Cheyne, Sign Program Administrator

Michelle Roth, Finance Administrator

Beth Dehn, Heritage Community Assets Manager

Laura Medina-Trevizo, Human Resources Manager

Phil Dempsey, Rest Area Supervisor



Retreat Planning Materials

Proposed Agenda

- 7:45 – 8:00 a.m. Welcome – Arrival, Refreshments and Connecting**
- 8:00 – 8:45 a.m. Introductions, Grounding & Process Overview**
- 8:45 – 10:00 a.m. Who We Are, What We Do & Our Guiding Principles – Vision, Mission, Values**
- 10:00 – 10:15 a.m. Break**
- 10:15 – 10:45 a.m. Key Stakeholders – Who They Are and How We Partner with Them**
- 10:45 – 11:15 a.m. Internal Strengths & Weaknesses Analysis**
- *Understand what is working well & what can be improved*
 - *Take stock of our resources, skills, other key assets, & gaps*
- 11:15 – 12:00 p.m. External Opportunities & Threats Analysis**
- *Understand challenges & opportunities*
 - *Leverage external forces, trends & partnerships*
- 12:00 – 12:45 p.m. Lunch**
- 12:45 – 1:00 p.m. Morning Review**
- 1:00 – 2:00 p.m. Envision the Travel Information Council at its Best – Strategic Aspirations**
- *Describe what we will be known for 5 years from now*
 - *Brainstorm strategic initiatives to support our aspirations*
 - *Identify 3-5 Key Strategic Initiatives to achieve our vision*
- 2:00 – 3:15 p.m. Develop Strategic Initiative Framework – Results**
- *Define measurable results*
 - *Outline high-level supporting strategies & resource needs*
 - *Identify initiative/strategy “owners”*
- 3:15 – 3:30 p.m. Break**
- 3:30 – 4:15 p.m. Plan Actions to Maintain Momentum**
- *Identify monitoring schedule, assignments & timelines, as needed*
 - *Develop strategies to overcome obstacles or concerns*
 - *Next steps*
- 4:15 – 5:00 p.m. Retreat Wrap Up**



Strategic Planning Retreat Pre-Work Packet

On September 19, 2022, members of the Oregon Travel Information Council and leaders within the agency will meet for a one-day Strategic Planning Retreat. Primary goals of this event are to build relationships, and set a positive, purposeful direction for the organization.

Specific outcomes include drafting, modifying, and/or affirming key strategic foundational elements (agency mission, vision, and values); and identifying 3-5 strategic initiatives that will align efforts and priorities to deliver on the agency's core mission. Outcomes from the September 19, 2022 retreat will be presented to the full OTIC at their quarterly meeting in December 2022, for consideration and adoption.

In preparation for the Strategic Planning Retreat, we are providing information about the governing Council and the agency's programs, and questions to gather your insights.

Your thoughtful consideration and voice are critical to achieving these goals. To use our time on September 19th most effectively, we ask that you read and complete this packet in advance. Please bring your notes with you to the strategic planning retreat.

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Background and Scope of OTIC Agency and Council (Board)

The following excerpt is from the Oregon Travel Information Council Operating Procedures, approved by the OTIC in 2012, and revised and approved four times since its creation. The most recent revision and approval by the Travel Information Council occurred on September 25, 2017. This is provided as a reference for the origins and intent related to council and agency responsibilities:

“The Oregon Travel Information Council (OTIC) is a semi-independent state agency that was created by the legislature as part of the Oregon Motorist Information Act of 1971 (ORS 377.700). In this legislation, OTIC was given the authority to institute logo sign and motorist informational sign programs on the state highway system and adopt any rules necessary to carry out such programs (ORS 377.787). The primary sign programs of the agency, as outlined in the Federal Manual on Uniform Traffic Control Devices (MUTCD), are Specific Service Signs (Logos) and Tourist Oriented Directional Signs (TODS). OTIC is further authorized through interagency agreements with the Oregon Department of Transportation (ODOT) to provide sign plazas (Travel Info Center kiosks), museum and historic site signs, general service signs, historical markers and heritage tree signs. OTIC is also authorized to provide internet advertisements subject to the conditions of ORS 377.795.

The Oregon Jobs and Transportation Act of 2009 gave OTIC authority to manage selected ODOT highway rest areas. This legislation was further expanded and amended in 2012 and is currently defined under Oregon Laws 2012, Chapter 63. Under this legislation ODOT maintains its ownership of roadside rest areas while OTIC manages, maintains, improves and develops selected rest areas through interagency agreement with ODOT. The legislation also directs OTIC to permit nonprofit organizations to serve free coffee and cookies at the rest areas it



manages. SB 1591 (passed in 2012) and HB 2017 (passed in 2017) gave the OTIC management authority of additional Oregon rest areas, including three from the Oregon Parks and Recreation Department (OPRD). [Rev. 9/25/17]

....

Council members shall:

1. Attend meetings regularly.
2. Participate in retreats and special meetings.
3. Accept responsibility for making informed decisions and policies by insisting on accurate information, asking questions, probing, analyzing and finally support publicly the decisions made by the Council.
4. Commend the mission, programs and policies of the organization to the constituency and public.
5. Invest personal energy, skills and resources in the purposes and goals of the organization and seek points where one's unique abilities can be applied.
6. Accept responsibilities as negotiated with, and assigned by, the Chair.
7. No Council member of OTIC, their employer or business in which they have an ownership position, nor immediate family member, shall seek or be given a contract paid by OTIC during the duration of their tenure on the Council. This does not prevent a Council member's employer or business from obtaining a permit for space on OTE signs."

OTIC Program Areas

This segment provides a brief description of OTIC agency's primary program areas.

Signage Program

OTIC agency was originally created in 1971 to establish policies for the logo sign program, an alternative to billboards made possible by the federal Highway Beautification Act of 1965. In 1972, Oregon became one of the first states to offer interstate and logo signing on its freeways and expressways. Over time, the program expanded to include off-interstate, tourist oriented directional signs, and historical and museum signs on all Oregon secondary routes.

This program serves both local communities and travelers. Informing travelers makes their journey more interesting and comfortable. Travelers visiting communities and businesses enhances local economies.

Heritage Programs

In addition to the Sign Program, in 1991 ODOT transferred the Historical Marker Program to OTIC. The Heritage Tree Program was created in 1995 and together, these two programs comprise the Heritage

Programs. OTIC receives no recurring state or federal funding for the Heritage Programs and relies heavily on the participation of volunteers to staff committees, maintain historical markers, develop projects, and secure local community funding and grants.

The Heritage Tree Program recognizes Oregon trees of significance, educates the public about their value, and promotes their appreciation as part of Oregon’s heritage.

The Historical Marker Program informs the public of statewide or nationally significant historical or geological events and/or locations by placing and maintaining informational markers on state highway right-of-way or nearby accessible property.

Rest Area Program

The Rest Area Program began in 2010 when OTIC was given management responsibilities for five ODOT rest areas. Over time, the agency assumed responsibility for additional ODOT rest areas. In 2019, OTIC took over management of three rest areas from Oregon Parks and Recreation Department bringing the total to 25 rest areas now managed by OTIC.

Rest area management is based on the needs of the motorist, as well as the communities which exist nearby. We collaborate with community leaders, industry partners, and regional businesses to provide the very best motoring experience possible, including a reliably clean and safe rest facilities. Nine of the OTIC-managed rest areas (located on Oregon’s most heavily used highways), include information centers.

Questions for Gathering Your Insights

As you complete this part of the packet, it will be helpful to have these concepts and working definitions in mind:

- Strategic organizations have mission and vision statements, and a set of core values to serve as both guardrails and beacons – helping ensure actions, decisions and focus of effort are purposeful and in line with desired outcomes.
- A **mission statement** is a definition of the current state, answering these high-level questions: (1) Whom do we serve? (2) What do we DO? Example, SAIF: “Serve Oregon's workers and employers by making workers' compensation widely available, affordable, and accessible, and by providing extraordinary service.”
- A **vision statement** is aspirational, compelling, and provides a higher calling. It describes where you want to be or achieve; what you want to create for others. Example, SAIF: “To make Oregon the safest and healthiest place to work.”
- **Values** express what is important to the organization and how individuals within it carry out its mission and vision. They describe what we commit to holding ourselves up to; how we show up



when we are at our best. Rather than a long list of adjectives, strategic organizations refine their values to a core set that is non-negotiable and actionable. Examples: Collaboration, Integrity, Transparency, etc.

- **Stakeholders** are individuals, groups or other entities that are affected by our work, have influence or power related to our success, or otherwise have an interest in the deliverables of our work.
- **Organizational strengths** are assets and things the organization does well. Consider people, processes, technology, financial support, partnerships, and other resources.

Foundational Strategic Elements

I. Mission Statement

The following is Oregon Travel Information Council’s current operational Mission Statement. **Please review**, circling or highlighting words or phrases that you resonate with most:

“The Travel Information Council’s mission is to create a great visitor experience by providing directions to destinations, connecting travelers with Oregon’s resources, and ensuring safe and convenient travel.”

*Note here anything that strikes you as missing or other observations:

II. Vision Statement

The Oregon Travel Information Council currently does not have an adopted Vision Statement. We will create a draft together at the retreat. In preparation for that work, please consider the following: A vision statement answers **WHY** we do what we do. What is the big, lofty goal of OTIC? What are we aiming to create for others? (See the example in the *Working Concepts and Definitions* section above.) Jot down any phrases or keywords that come to mind for you.

TIC Strategic Planning Employee & Stakeholder Feedback Themes

Feedback was gathered from employees and stakeholders via online questionnaires from September 8th-15th. Twenty-eight employees and fourteen external stakeholders responded. Below are common themes that emerged. Full responses are available as requested.

Vision of TIC

- Make travel easier/better/friendlier (6)
- Continuously improve the experience of Oregon travelers
- Provide a safe and pleasant experience for travelers
- Efficient operations/sustainable program management

Core Values

- | | |
|---------------------------------------------------------|--------------------------|
| • Collaboration/ teamwork (6) | • Integrity (3) |
| • Respect (5) | • Discipline |
| • Support from boss/ Being empowered to do the work (4) | • Process improvement |
| • Thinking outside the norm/ flexibility (3) | • Openness / flexibility |

Organizational Strengths

- Excellent customer service and reliability (8)
- Staff rapport/ great team (5)
- Hardworking staff (4)
- Management is positive, supportive, and trusts employees (4)
- Semi-independent agency is nimble and able to make quick decisions (4)
- Good communication/ employees feel in the loop (4)

Trends/issues TIC will need to address in 3-5 years

- Electric vehicle charging stations (7)
- Responding to changing technology:
 - How does TIC signing stay relevant when the population can simply ask their navigation system to guide them to nearest restaurant, gas station, hotel, attraction, etc...?
 - Develop ways to engage visitors with heritage sites and trees through technology (3)
 - Consider adding solar and wind power (3)
- Responding to increase in theft, vandalism, and drug use (7)
- Safety concerns related to houseless populations (4)
- Responding to increased visitor numbers
 - Updating older restroom buildings (4)
 - Lack of parking. Trucking industry appears to be overutilizing services (4)
- Staffing levels (4)
- Expanding partnerships with historically underrepresented communities
- Messaging that is welcoming to all and sets the tone for inclusive behavior in the state
 - Gender neutral restrooms