

**NORTH DAKOTA
RURAL DEVELOPMENT
STRATEGIC PLAN**

**For
Fiscal Year 2020**

VISION STATEMENT

USDA Rural Development's vision is to maximize our program benefits to support North Dakota rural communities that are a safe and prosperous place to live and work.

MISSION STATEMENT

We provide leadership to improve the quality of life and economic opportunities in rural North Dakota.

GOALS:

1. Be a leader in the future development of North Dakota and a role model for USDA.
2. Provide assistance to rural communities in developing leadership, identifying needs and strategic planning so they are self-sustaining and economically thriving.
3. Develop partnerships with other federal, tribal, state and local governments and nonprofit organizations to efficiently bring additional resources and technical assistance to rural areas.
4. Provide fair and impartial services to internal and external customers including a work environment that fosters open communication and respect.
5. Provide resources to facilitate thriving tribal communities and targeted underserved areas.
6. Improve internal communications resulting in well-informed employees and external public and community relations.

OBJECTIVES:

Goal 1: Be a leader in the future development of North Dakota and a role model for USDA.

Objective 1: Promote the use of partnerships and alliances to expand opportunities in North Dakota.

Objective 2: Improve the visibility of Rural Development programs and agency initiatives.

Objective 3: Prioritize activities to identify/improve efficiencies.

Objective 4: Continue to review and evolve North Dakota Rural Development's organizational structure for realignment and deployment of resources.

Goal 2: Provide assistance to rural communities in developing leadership, identifying needs and strategic planning so they are self-sustaining and economically thriving.

Objective 1: Assist rural areas with assessments of their strengths, strategic planning and leadership development plans.

Objective 2: Update the community strategic planning models.

Objective 3: Continually encourage Rural Development planning within communities and regions.

Goal 3: Develop partnerships with other federal, tribal, state and local governments and nonprofit organizations to efficiently bring additional resources and technical assistance to rural areas.

Objective 1: Collaborate with existing partners to provide training and support for effective economic, business, community, energy and housing development.

Objective 2: Maximize the use and leveraging of funds to increase the number of clients assisted by Rural Development.

Objective 3: Manage loan and grant portfolio in an efficient and effective manner.

Objective 4: Increase outreach and partnerships with financial institutions and non-traditional lenders to encourage access to capital for rural minority business owners.

Goal 4: Provide fair and impartial services to internal and external customers including a work environment that fosters open communication and respect.

Objective 1: Implement a process to systematically obtain feedback from internal and external customers.

Objective 2: Develop a collective workforce to deliver a full range of USDA-Rural Development programs.

Objective 3: Develop and implement a training plan to address employee Individual Development Plans and organizational goals.

Objective 4: Provide sensitivity training to instill the value of diversity.

Objective 5: Maintain a definitive employee recognition program to foster a motivated workforce.

Objective 6: Ensure program area and area office work plans are up-to-date.

Objective 7: Initiate a team building program.

Goal 5: Provide resources to facilitate thriving tribal, targeted underserved areas.

Objective 1: Annually hold four to five individual tribal briefings about Rural Development programs to tribal and targeted underserved areas.

Objective 2: Assist in the development of at least one business for each tribal entity in the state.

Objective 3: Maximize the use of special funding authorities, set asides, and natural disaster funds.

Objective 4: Implement and coordinate outreach efforts to inform special emphasis areas

Goal 6: Improve internal communications resulting in well-informed employees and external public and community relations.

Objective 1: Utilize existing communications structure and plan.

Objective 3: Have training on communication techniques, strategies, tools and technology.

Objective 4: Implement and sustain "Project Management" database.

Objective 5: Foster an environment that promotes cultural transformation.

Core Values

Our success depends on:

- **Transparency** — Making the Department’s management processes more open so that the public can learn how USDA supports Americans every day in every way.
- **Participation** — Providing opportunities for USDA constituents to shape and improve services provided by the Department.
- **Collaboration** — Working cooperatively at all governmental levels on policy and program matters affecting a broad audience.
- **Accountability** — Ensuring that the performance of all employees is measured against the achievement of the Department’s strategic goals.
- **Customer Focus** — Serving USDA’s constituents by delivering programs that address their diverse needs.
- **Professionalism** — Building and maintaining a highly skilled, diverse, and compassionate workforce.
- **Results Orientation** — Measuring performance and making management decisions to direct resources to where they are used most effectively.
- **Responsible Lending** - Serving as a catalyst to increase the availability of resources in rural areas by sound grant and loan underwriting, strong portfolio management and continued oversight and management of the programs.

Management Strategies:

- Take significant and measurable steps toward the accomplishment of the action items identified within the Secretary's Cultural Transformation Milestones and Metrics and Rural Development's Cultural Transformation Action and Implementation Plan.
- Increase cross training opportunities for North Dakota Rural Development staff members.
- Improve communication between staff members.
- Increase knowledge of programs by partners and public.
- Empower senior managers to make decisions.
- Adapt new and creative methods and ways to deliver our programs and agency initiatives.
- Implement an effective method of discussing management challenges and means for implementation of solutions.
- Pursue efficient and effective delivery of programs and initiatives to rural residents.