

Strategic Planning Update

Environmental Quality Commission

March 22, 2024



Why an antiracist approach?

Traditional strategic plan benefits

- Sets agency **priorities**
- Defines agency **values**
- Makes it easier to ask for **resources**
- Helps DEQ **communicate** about its work
- Builds **credibility**
- Increased **cooperation**
- A tool for **measuring** our work

Additional benefits of antiracist strategic plan

- Prioritize **Diversity, Equity and Inclusion** in the agency's internal work
- Help shift DEQ culture to a **culture of care**
- Help DEQ transform into a **more diverse workforce**
- Incorporate and prioritize **environmental justice** in all agency work
- Build capacity for **thoughtful, antiracist community engagement**
- Hold ourselves **accountable to our values**
- **Break down silos** within the agency



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Strategic Plan Contents

- Message from the Director
- Message from the Strategic Planning Team/Intro and Process
- Values
- Mission and Vision
- Goals
- Lessons Learned/Path Forward
- Appendices

Highlights of Our Antiracist Process

- **There is no roadmap for anti-racist strategic planning.** Some of the principles we used are:
 - Lead with race, which means centering the voices and lived experience of those most impacted by racism at DEQ.
 - Engage and collaborate with marginalized staff, who are most impacted and therefore closest to the solutions to some of DEQ's most pressing challenges.
 - Use an iterative process as we learn more and create spaces and processes that work for different groups.
 - Focus external priorities on marginalized communities.
 - Strive for transparency and accountability.
- **Reflects a shared commitment to becoming an anti-racist agency.**
- **Uses equity-based approaches to decision-making processes and facilitation practices to develop the plan.**

Internal Engagement

The Strategic Plan is informed by internal engagement and conversation with the following DEQ groups:

- Black, Indigenous and People of Color (BIPOC) staff
- BIPOC managers
- DEI Council
- DEQ support staff
- Tribal goal subcommittee
- Veterans, and members of armed services
- DEQ Pride
- Disability affinity group
- Environmental Justice Working Group (we are in the planning phase for this)
- Vehicle Inspection Program (facilitated by Engage to Change)

Other sources that inform the plan:

- Environmental scan (BerryDunn)
- SWOT/PESTLE (BerryDunn)
- Organizational Assessment (Engage to Change)
- Governor's template and requirements
- Environmental Justice documents (agency and EJWG documents)

Values (What fundamental beliefs do we live by?)

DEQ strives to embody these values every day as part of becoming an anti-racist agency.

Care

- All employees and the communities we serve feel supported, respected and included.

Transparency

- We are open and visible in how we make policies and decisions.

Accountability

- We take responsibility for the impact of our words and actions with each other and the communities we serve.

Values continued

Growth Mindset

- We encourage collaboration, curiosity, learning from our mistakes, trying new things and healthy questioning of dominant systems and status quo.

Inclusion

- We center the voices and stories of people who historically have been excluded or silenced.

Justice

- We prioritize communities that have suffered disproportionate harm and believe all people have a right to a healthy ecosystem and climate.

Joy

- We take pride in and are passionate about our work, knowing we are helping improve the environmental, physical and economic health of our communities and our planet.

Vision (What future we are trying to create?)



Clean skies, pristine waters, pollution-free communities everywhere in Oregon.



A beautiful, just, and thriving Oregon for all.



Fair and just environmental protection for all who live, work and play in Oregon.

Mission (What is our purpose?)



We protect and nurture the environment for the health and wellbeing of all.
(or all living things?)



We guide sustainable and equitable environmental protection for all those who live, work and play in Oregon.



We advance environmental justice and protection for the health and wellbeing of all who call Oregon home.



We center racial equity in protecting and nurturing the environment for the health and wellbeing of all.

Emerging themes to inform goal-setting

- Organization Culture/Values
- Environmental Justice
- Climate Change
- Community Engagement

Emerging themes (continued)

- Tribal Relations
- Modernize/Innovate
- Partnership/Collaboration – Internal and External
- Workload

Feedback

- What resonates with you? What feelings come up when you hear the draft vision, mission, values and emerging themes?
- What does each statement mean to you? Are they clear? What is missing?
- What do you want the strategic plan to do for your work at DEQ? For communities within DEQ? For communities that we serve? What needs are currently not being met?
- What do you want to share or contribute that we didn't ask?

What's next for 2024?



Looking Forward



Feedback

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