

Date: May 2, 2025

To: Environmental Quality Commission

From: Leah Feldon, Director

Subject: Agenda item H, Action item: DEQ's Strategic Plan
May 8-9, 2025, EQC meeting

Why this is important In accordance with direction from Governor Kotek, DEQ has prepared a draft strategic plan. The agency is seeking direction from the commission to finalize the plan and submit it to the Governor's Office.

Recommended Motion Language *"I move that the Environmental Quality Commission direct DEQ Director Feldon to finalize the draft strategic plan, submit it to the Governor's Office, and initiate implementation of the plan."*

Background In 2022, DEQ initiated work to develop a strategic plan. The agency convened a group of staff and managers to work with a team of consultants to design and initiate a strategic planning process. That work involved combining existing sources of information (including an Environmental Scan conducted by a third-party) with an extensive internal-engagement campaign to develop the fundamental building blocks of a strategic plan, including key themes, and a Strengths, Weaknesses, Opportunities and Threats analysis. The internal engagement effort was intentionally designed to focus on engaging those within DEQ who hold the least power in traditional decision-making frameworks, and those from marginalized communities.

The agency's Leadership Team built upon team's work through a series of workshops intended to identify and prioritize specific strategies. The Leadership Team also focused on ensuring the plan was responsive to direction received by the Department of Administrative Services.

The draft plan recognizes the statutory mandate and purpose of DEQ, while identifying ways the department should evolve to better serve Oregon communities, particularly those who have historically lacked access to decision-making processes.

The plan includes the following key elements, as directed by the Governor:

- Vision
- Mission
- Values

- Equity Statement
- Goals

The plan also includes “momentum builders;” specific actions DEQ has identified as foundational and necessary to deliver progress on the plan’s five strategic goals.

Prior EQC involvement

While the commission as a body has been engaged through the process, members of the commission have changed over time. Commission members (at the time) were each interviewed by DEQ’s consultant responsible for preparing a comprehensive Environmental Scan and SWOT analysis.

In addition to individual briefings, the commission received public briefings throughout the development of the plan, with opportunities to provide review, feedback and direction. Specific meetings include:

- May 22, 2024
- March 21-22, 2024
- November 16-17, 2023

Supporting materials

A. DRAFT Strategic Plan

*Report prepared by Matthew Davis
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Translation or other formats

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