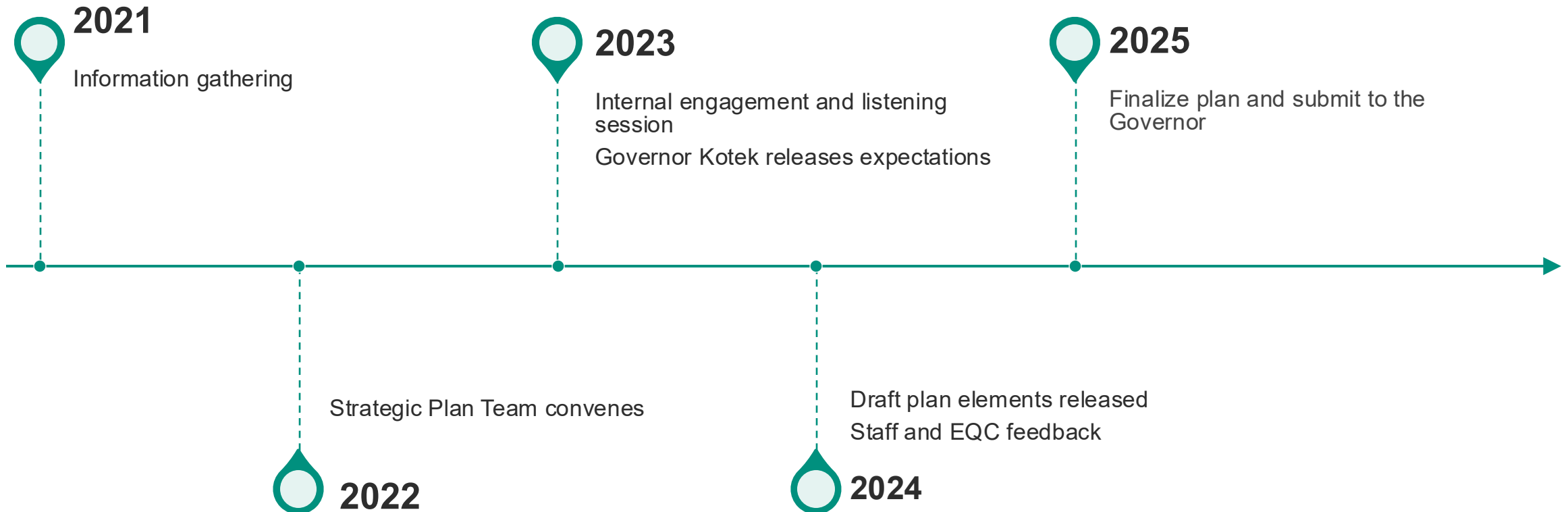


2025-2027 Strategic Plan

Environmental Quality Commission

May 9, 2025

Timeline



Governor Kotek's Expectations

- **Minimum elements** (Mission, Vision, Values, Equity Statement, SWOT, Goals and Actions)
- **Engagement** (department leadership, frontline staff, partners, underserved communities, Tribes and board/commission)
- **Alignment with other plans** (DEI Plan, IT Strategic Plan)

Why an antiracist approach?

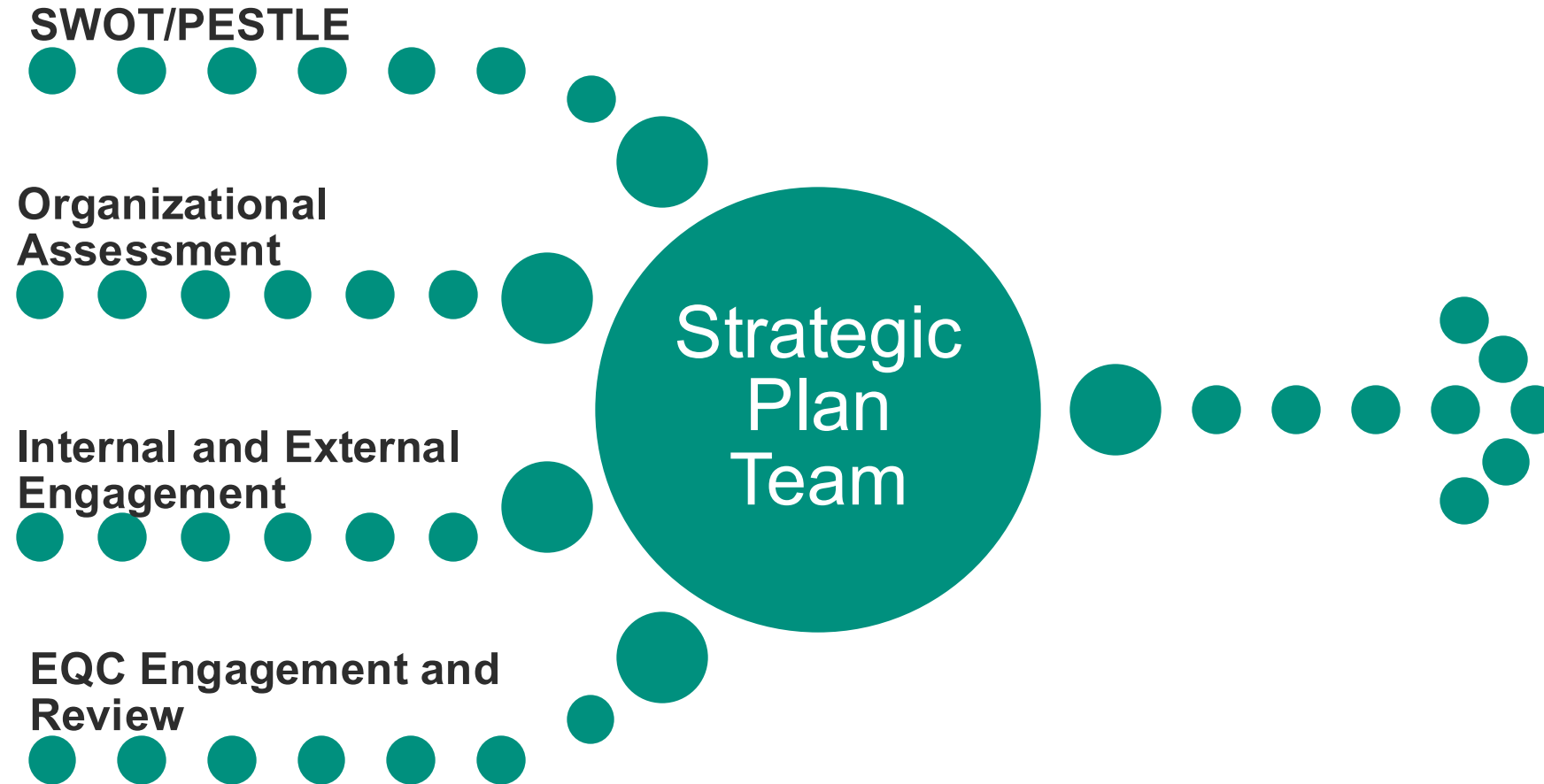
Traditional strategic plan benefits

- 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

Building our Plan



Key themes

1. Environmental justice
2. Climate change and related threats
3. Limited budget and resources
4. Modernize and innovate
5. Build the agency's relationship with Tribes
6. Increase community engagement
7. Organizational culture and well-being

Mission, Vision, Values

Mission

The Oregon Department of Environmental Quality is committed to advancing environmental protection and justice for all communities and ecosystems in Oregon, now and for future generations.

Vision

DEQ is inclusive, working respectfully and engaging intentionally with communities for a safe, healthy environment.

Values

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

- Care
- Inclusion
- Transparency
- Scientific Integrity
- Growth Mindset
- Joy
- Justice
- Accountability

Goal 1. Foster organizational well-being by creating a culture of inclusion and racial equity to effectively serve our employees and communities.

- Strategy 1.1. Update existing practices and processes to align with the DEI, Affirmative Action, Succession, Wellness, Customer Service and Engagement Survey Action plans.
- Strategy 1.2. Develop and document a process for routinely updating agencywide plans.
- Strategy 1.3. Develop a short- and long-term training strategy to advance the agency's understanding of diversity, equity and inclusion.
- Strategy 1.4. Create agency-wide guidance for how to evaluate, prioritize and adjust workloads according to this plan.

Goal 2. Strengthen relationships with sovereign Tribal governments to promote meaningful and respectful engagement.

- Strategy 2.1. Establish a full-time and dedicated Tribal Liaison position to coordinate tribal relations and DEQ's Government-to-Government activities.
- Strategy 2.2. Build agency infrastructure to ensure meaningful, respectful and committed work with Tribes across the agency.
- Strategy 2.3. Revise and update DEQ's Government to Government Tribal Relations Policy to better meet the needs and interests of Tribal governments.
- Strategy 2.4. Prioritize annual communication from DEQ's Director to Oregon's nine federally recognized Tribal governments to request in-person meetings.

Goal 3. Ground DEQ work in environmental justice to address disproportionate environmental and health impacts.

- Strategy 3.1. Prioritize agency work to maximize positive impact on environmental and climate justice.
- Strategy 3.2. Develop agency infrastructure to support environmental and climate justice work across agency programs.
- Strategy 3.3. Build sustainable, meaningful and respectful relationships with environmental justice communities.
- Strategy 3.4. Incorporate the lived experience of those who live, work and play in Oregon into agency decisions.

Goal 4. Proactively address complex environmental challenges today and in the future through modernization and innovation within and across programs.

- Strategy 4.1. Retain and develop the expertise and skills within DEQ workforce needed to address evolving environmental challenges and priorities.
- Strategy 4.2. Continue improving program processes to ensure programs are effective and deliver predictable, timely and efficient services.
- Strategy 4.3. Encourage cross program coordination and external partnerships to adapt to and address climate change and other urgent environmental issues.
- Strategy 4.4. Communicate with and engage impacted communities to provide insight and transparency into DEQ's work.
- Strategy 4.5. Stay current on the latest technology to do our work for efficiently and effectively, and to better understand the technologies used by the industries we permit and regulate.

Goal 5. Continue to enhance the decision-support functions and tools used to inform the work of the Environmental Quality Commission.

Strategies to be developed

Next Steps

Implementation

- Phase I: Momentum Builders
- Phase II: Implementation Teams and workplan(s) development

Reporting

- Develop strategic plan progress dashboard
- Semi-annual reporting to EQC
- Annual reporting 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 Department of Administrative Services for review, and initiate implementation of the plan.”

Title VI and alternative formats

DEQ does not discriminate on the basis of race, color, national origin, disability, age, sex, religion, sexual orientation, gender identity, or marital status in the administration of its programs and activities.

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