

DEQ Strategic Plan

2025 – 2027



Oregon Department of Environmental Quality
Director's Office
700 NE Multnomah Street, Portland Oregon, 97232
www.oregon.gov/deq



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800-452-4011 | TTY: 711 | deqinfo@deq.oregon.gov

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Message from the Director

I am pleased to share with you the Oregon Department of Environmental Quality's 2025 – 2027 Strategic Plan. I am grateful to the many contributors to DEQ's Strategic Plan and grateful for the thought partners that made this plan as diverse in its goals as the diversity we find in Oregon – that is the Oregon way.

In the pages of this document, you'll learn about the direction the agency is heading. The health of our environment is intrinsically linked to the well-being of the people living and working within those environments. For this reason, our Strategic Plan prioritizes the interconnectedness between environmental health and community well-being, recognizing both must be nurtured to create a sustainable and thriving future for all.

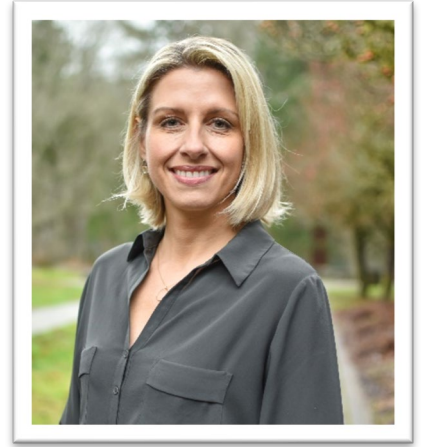
DEQ's portfolio in environmental regulation and policy is dynamic. Science, community expectations and other external factors evolve and bring new demands to how we do our work. The goals and strategies in this plan will set us up to continue to do our work well and serve the public consistently through change. This plan highlights the commitment of DEQ staff and leadership to our people, communities, sovereign nations and our environment. The plan focuses on strengthening our collective knowledge and practice of principles of environmental justice and equity to deliver the best services and information to all Oregon communities. This plan supports the critical policy-making work of our Environmental Quality Commission and reaffirms our commitment to innovation, policy and process excellence, and customer service.

I am also excited to share, as part of the Strategic Plan, a refreshed agency mission, vision and values statement, which will guide our agency's growth and actions as we move forward. These statements articulate not only the future we aspire to, but the standards by which we will conduct ourselves, both internally and externally.

I want to express my gratitude to the many staff members, across all parts of the agency, who contributed to the development of this plan. Their dedication, expertise, and thoughtful engagement have been instrumental in crafting a plan that is both visionary and practical. I am incredibly proud of our team's collective effort and am confident this Strategic Plan will serve as a powerful tool in driving DEQ's continued success.

Successful and inclusive implementation requires staff, the Environmental Quality Commission, communities and regulated partners. This effort will be challenging and inspirational as the Agency grows to embrace greater diversity.

As you explore this document, I hope you share in my enthusiasm and confidence for DEQ's future. Our commitment to safeguarding Oregon's environment, building trust within and beyond the agency, and creating a safe and empowering work environment, will remain at the heart of everything we do.



A handwritten signature in dark ink, reading "Leah K. Feldon". The signature is fluid and cursive.

Leah Feldon
Director, Oregon Department of Environmental Quality

The agency

The Oregon Department of Environmental Quality is the environmental protection agency for the state. The agency holds a wide range of responsibilities to protect Oregon's ecosystems and, subsequently, the people, plants and animals that depend on them for survival. At its core DEQ is a regulatory agency whose job is to protect and enhance the quality of Oregon's environment. The scope and scale of DEQ's oversight is vast, and includes air, land and water quality programs.

How the agency implements this mandate, its rules, are overseen by the Environmental Quality Commission, a five-member commission whose members are appointed by the governor and subject to confirmation by the Senate. In addition to adopting, updating and repealing rules, the commission approves the agency request budget, establishes policy and appoints the agency's director.

DEQ carries out federal and state air protection laws through the Air Quality Program designed to ensure everyone in Oregon is breathing healthy air, and that air quality is not harming our environment. DEQ seeks to ensure that it meets or exceeds national health-based standards by monitoring and reducing air pollutants. This includes establishing and implementing emissions standards, issuing permits, and providing incentives to encourage a transition to cleaner less-polluting technologies.

DEQ Land Quality Programs seek to prevent, reduce and cleanup environmental contamination through, community assistance and grants, permitting, and programs that seek to promote sustainable materials management. Key activities include recycling and waste prevention; household hazardous waste collection; land quality permits such as solid waste disposal sites and landfill permits; emergency response and waste cleanup; underground storage tanks regulation and seismic stability.

Legislative Direction on Environmental Justice

Oregon Revised Statutes Chapter 182 requires that in making a determination whether and how to act, [DEQ] consider the effects of the action on environmental justice issues.

That law defines Environmental Justice as "the equal protection from environmental and health risks, fair treatment and meaningful involvement in decision making of all people regardless of race, color, national origin, immigration status, income or other identities with respect to the development, implementation and enforcement of environmental laws, regulations and policies that affect the environment in which people live, work, learn and practice spirituality and culture."

The Water Quality Program is designed to protect and improve Oregon's rivers, lakes, streams and groundwater quality for a multitude of beneficial uses such as drinking water, fish habitat, recreation and irrigation. This is accomplished by developing and implementing water quality standards and clean water plans, regulating sewage treatment systems and industrial dischargers, collecting and evaluating water quality data, providing grants and technical assistance to reduce nonpoint pollution sources, and providing loans to communities to build treatment facilities.

These programs are implemented across the state by dedicated staff stationed at the agency's headquarters office, its vehicle inspection stations, a robust laboratory, and regional offices in all corners of the state. While some of the agency's long-standing work involves implementing federal standards, Oregon has its own set of state laws that further guide the work of the agency.

In recent years, the legislature has shown incredible confidence in DEQ by directing the agency to develop a wide variety of new programs and policies to address emerging issues. This includes:

- Providing greater protection for Oregon communities through the development and implementation of a health-based air toxics program known as Cleaner Air Oregon.
- Reducing greenhouse gas emissions from fossil fuels by 90% by 2050 through the Climate Protection Program.
- Overhauling the state's recycling system by implementation of the Plastic Pollution and Recycling Modernization Act.
- Making the transition to cleaner transportation more accessible through the agency's electric vehicle rebate program.
- Vastly expanding the state's air quality monitoring network to provide critical information on the smoke impacts from catastrophic wildfires.
- Implementing new standards to ensure the seismic stability of large bulk fuel terminals.

History

DEQ was first established in 1969 to protect Oregon's air, water and land. Throughout the agency's nearly 60-year history, the increasing complexity of environmental issues has significantly expanded DEQ's scope. In 2020, like many people and organizations, DEQ's diversity, equity and inclusion initiatives were catalyzed following the murder of George Floyd and the national conversation it spurred. Since then, DEQ has taken steps to integrate DEI and environmental justice into its culture and work, an effort led primarily by women of color at the agency. The decision to root this strategic plan, and the process to develop it, in anti-racism is a continuation of these steps. It charts a path forward for DEQ to provide environmental protection for all communities and ecosystems in Oregon. This work is vital to the agency supporting its employees and fulfilling its mission and mandates.

Table 1. Significant dates in DEQ and environmental history

Dates	DEQ-specific dates	Oregon/national events
Pre-1900		1889: Oregon institutes first environmental law prohibiting pollution of water used for domestic or livestock purposes
Pre-DEQ in 1900s	1938: Oregon State Sanitary Authority established to regulate the environment. Focused on cleaning up Willamette River. 1951: First statewide air pollution laws created. 1963: Air quality monitoring begins.	1926-1936: First studies on water pollution in the Willamette River.
1960s	1969: Oregon DEQ established and replaced the sanitary authority. Charged with protecting the state's air, water and land.	
1970s	1971: DEQ begins requiring permits for landfills and dumps. 1971: Oregon passes nation's first bottle bill, requiring a five-cent deposit on soda and beer containers. 1972: DEQ begins requiring air quality permits. 1972: DEQ begins requiring water quality permits. 1973: DEQ develops regulations to limit woodstove emissions. 1973: DEQ begins vehicle inspections in Portland.	1970: First Earth Day 1970: Formation of U.S. Environmental Protection Agency 1970: Clean Air Act 1972: Clean Water Act
1980s	1985: DEQ launches underground storage tank program to clean up and remove leaking underground storage tanks and monitor existing ones. DEQ has removed over 25,000 tanks. 1986: DEQ begins vehicle inspections in Medford. 1987: DEQ establishes Clean Water State Revolving Fund to provide low-interest loans for water quality infrastructure. 1987: Oregon adopts environmental cleanup law, where DEQ can seek reimbursement from parties responsible for contamination. 1989: DEQ stands up enforcement office to pursue and fine violators.	1980s: The term environmental justice is coined by Robert Bullard, Paul Mohai, Robin Saha, and Beverly Wright to describe the equitable distribution of environmental benefits and harms. 1980: Superfund program established. 1983: Curbside recycling begins.

Dates	DEQ-specific dates	Oregon/national events
1990s	<p>1994: DEQ's Cleanup Program starts providing formal designation when a contaminated site has been cleaned up.</p> <p>1995: DEQ begins issuing stormwater permits requiring control of pollutants in stormwater runoff.</p> <p>1997: Oregon DEQ and EQC adopt an EJ Policy and Principles.</p>	<p>1996: Executive Order 12898 establishes Environmental Justice principles for use by federal agencies, creating a model for state environmental agencies.</p>
2000s	<p>2000: DEQ begins program to remove heating oil tanks and clean up related spills.</p> <p>2003: DEQ creates health benchmarks for toxic air emissions in Oregon.</p> <p>2007: Oregon adopts California's zero emissions vehicles program.</p> <p>2009: Beginning of free electronics recycling program, called Oregon E-cycles.</p>	<p>2004: Global Warming Advisory Group established to develop strategies to reduce greenhouse gases in Oregon. (Note – DEQ director participated)</p> <p>2007: The legislature adopts SB 420 establishing the state's Environmental Justice Task Force and directing natural resource agencies to supporting environmental justice work.</p>
2010s	<p>2016: Oregon adopts Clean Fuels Program to reduce carbon intensity of Oregon's transportation fuels.</p> <p>2018: EQC adopts Cleaner Air Oregon program, a health-based air toxics program.</p> <p>2018: DEQ launches OregonAir app so people can see their local air quality.</p>	
2020s	<p>2021: DEI restructuring group formed to set up new DEI Council.</p> <p>2021: DEQ charged with modernizing recycling in Oregon.</p> <p>2021: DEQ staff establish an Environmental Justice Working Group</p> <p>2021: First DEI Coordinator hired.</p> <p>2021: Open letter from BIPOC employees to agency leadership detailing disparities and laying out strategies to improve recruitment and retention.</p> <p>2022: Recruitment and Retention Steering Committee forms and convenes to evaluate and improve agency processes.</p>	<p>2020: George Floyd's murder spurs a renewed a national-level dialogue on racial equity.</p> <p>2021: The legislature adopts SCR 17, establishing Environmental Justice Principles for the state.</p> <p>2022: Congress passes the Inflation Reduction Act, establishing a suite of programs to fund climate and environmental justice activities.</p> <p>2022: The legislature adopts HB 4077, establishing a statewide EJ Council, and directing the</p>

Dates	DEQ-specific dates	Oregon/national events
	<p>2022: Strategic Planning Steering Committee convenes to develop anti-racist strategic plan.</p> <p>2023: DEQ's Equity-Based Organizational Assessment published.</p> <p>2024: DEQ adopts the Climate Protection Program to reduce climate pollution from fossil fuels by 90% by 2050.</p>	development of a statewide EJ Mapping Tool.

What is an anti-racist approach to strategic planning?

Anti-racist strategic planning refers to a set of principles to guide strategic planning. At its core, those principles intend to center the voices and lived experiences of those most impacted by racism by leading with race, a key determinant of disparity. The approach recognizes that often those closest to the problem, who are marginalized or excluded from decision making, are also closest to the solution. This approach benefits the entire agency, including those who serve in positions of leadership, and the public DEQ serves. In practice, this means as DEQ developed this plan, it strived to:

- Engage and collaborate with BIPOC and other marginalized staff at all levels, who are often unheard and excluded from decision-making.
- Focus external goals on including marginalized communities – meaning those that historically have been excluded from decision-making and power – and those most impacted by environmental disparities.
- Strive for transparency and accountability. This means capturing feedback and sharing the rationale for why it was or was not used and keeping DEQ staff and leadership updated.

Traditional strategic planning benefits:

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

Additional benefits of an anti-racist strategic plan:

- Prioritize **inclusion and equity** 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, anti-racist **community engagement**.

Hearing from communities DEQ serves

DEQ created a Strategic Planning Steering Committee, who did extensive work to hear from DEQ's various internal and external communities in a way that aligned with an anti-racist approach. This meant:

- Hearing from those most impacted first.
- Reviewing materials and information that already existed and not asking impacted communities for additional inputs to avoid participant fatigue.
- Reaching out when there was time to have a meaningful conversation.

The steering committee held listening sessions with specific, impacted groups, sent out a survey agency-wide, and presented to the leadership team and the Environmental Quality Commission. Based on this information, the committee completed both a strengths, weaknesses, opportunities and threats, or SWOT, analysis and an analysis of political, economic, social, technological, legal and environmental factors, or PESTLE.

Table 2. Types of input to the SWOT and PESTLE analyses

Type of input	Name	Who was included
Document review	2019/2020 Environmental Scan from consultant BerryDunn	<ul style="list-style-type: none"> • Analyzed 30 past plans, studies and documents. • 271 DEQ employees • Environmental Quality Commission • Three other state environmental agencies • 75 external parties: regulated industry, environmental advocacy groups, agriculture and forestry, Tribes, local governments, Governor's staff, business interests, DEQ partner agencies.
Document review	2023 Equity-Based Organizational Assessment from consultant Engage to Change	<ul style="list-style-type: none"> • Analyzed 14 past plans, studies, and documents. • DEQ DEI Council • DEQ affinity groups • Previous DEQ employees • Current DEQ employees and managers
Document review	2024 Secretary of State Audit	<ul style="list-style-type: none"> • DEQ Leadership Team • Environmental Quality Commission • Industry representatives • County and city governments • Federal agencies • DEQ budget requests • DEQ legislative testimony • Document review related to strategic planning, DEI, anti-racism, environmental justice, DEQ workforce planning, and environmental reports.
Listening sessions	2023/2024 Internal agency listening sessions	<ul style="list-style-type: none"> • BIPOC staff • BIPOC managers

Type of input	Name	Who was included
		<ul style="list-style-type: none"> • DEI Council • DEQ support staff • Veterans • DEQ Pride • Disability engagement group • Vehicle Inspection Program (facilitated by Engage to Change)
Survey	2024 All DEQ staff survey	<ul style="list-style-type: none"> • All DEQ employees (237 participants)
Work sessions	Retreats and subgroup work	<ul style="list-style-type: none"> • DEQ's Leadership Team worked to evaluate and refine draft plan elements
Meetings	Presentations	<ul style="list-style-type: none"> • DEQ Leadership Team • Environmental Quality Commission • Oregon Department of Administrative Services

Table 3. DEQ SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Employees are dedicated to the agency's mission. • Growing dedication to environmental justice in all aspects of the agencies work will mean programs benefit everyone. • Strong technical competency and appreciation for science-based decision-making. 	<ul style="list-style-type: none"> • Understaffed and underfunded – undermines DEQ's ability to fulfill mission. • Siloing creates inefficiency and inconsistency across agency programs. • Lack of meaningful engagement with Tribes due to no staffing. • Lack of succession planning. • Lack of communication of DEQ's story to the public. 	<ul style="list-style-type: none"> • New tools to pull together data and prioritize work to provide the most benefit to Oregon. • Growing collaboration with other state and local agencies doing similar work to leverage collective effort. • More staff are becoming trained in ICS and can support emergency preparedness. 	<ul style="list-style-type: none"> • Budget cuts and constraints. • Lack of political support for DEQ's mission. • Climate change will create a draw on agency resources that cannot be predicted (like 2020 wildfires). • Growing demand for agency support will increase burnout and institutional knowledge could be lost. • Organizational culture slow to change.

Themes

External parties, the Governor's Office, other state agencies and DEQ staff communicated the following themes:

1. DEQ should elevate **environmental justice** as a high priority so the agency can provide more equitable environmental outcomes to everyone in Oregon.
2. DEQ must be prepared to address **climate change and related threats**, now and in the future.
3. DEQ's **limited budget and resources** are putting unsustainable workloads on DEQ employees and causing burnout. The agency needs to create a plan to strategically allocate its resources and prioritize work.
4. DEQ should continue to **modernize and innovate** outdated programs, rules, systems and processes that hinder the agency's ability to fulfill its mission. This could be done by investing in technology upgrades, regulatory reform, staff training and external engagement.
5. DEQ must retain a full-time Tribal coordinator who can **build the agency's relationship with Tribes**.
6. DEQ needs to **increase community engagement** outside of formal regulatory processes to build collaborative relationships and enhance the public's understanding of the agency's work.
7. DEQ must prioritize its **organizational culture and well-being** to be a competitive workplace, attracting talent and creating a supportive work environment for a diverse range of people.

Table 4. How input impacted different parts of the plan

Part of plan	Internal	External	Themes
Mission, vision, values	<ul style="list-style-type: none"> • All DEQ staff survey • Internal listening sessions • Leadership Team • Environmental Quality Commission • Presentations 	<ul style="list-style-type: none"> • Environmental scan • Secretary of State audit (recommendations 1 and 2) 	1, 7
Goal 1	<ul style="list-style-type: none"> • All DEQ staff survey • Environmental Scan • Internal listening sessions • Leadership Team • Organizational assessment • Presentations 	<ul style="list-style-type: none"> • Secretary of State audit (recommendation 1) 	3, 7
Goal 2	<ul style="list-style-type: none"> • All DEQ staff survey • EQC Chair, a Tribal leader • Internal listening sessions 	<ul style="list-style-type: none"> • Oregon Department of Administrative Services 	5

	<ul style="list-style-type: none"> • Leadership Team • Presentations 	<ul style="list-style-type: none"> • Secretary of State Audit (recommendation 1) 	
Goal 3	<ul style="list-style-type: none"> • Internal listening sessions • Leadership Team • Presentations 	<ul style="list-style-type: none"> • Environmental Scan • Secretary of State Audit (recommendations 1 and 2) 	1, 2, 3, 6
Goal 4	<ul style="list-style-type: none"> • Environmental Scan • Internal listening session • All DEQ staff Survey • Leadership Team 	<ul style="list-style-type: none"> • Environmental Scan • Secretary of State Audit • Oregon Department of Administrative Services 	2, 3, 4, 5
Goal 5	<ul style="list-style-type: none"> • Environmental Quality Commission 		4

DEQ's north star

The equity statement, mission, vision and values are the north star of this strategic plan. To move in this direction, DEQ identified five goals as priorities for the next two years. They are focused on building a culture of care, improving tribal relations, prioritizing environmental justice, proactively adapting to address emerging environmental issues, and supporting our Environmental Quality Commission. These are ambitious, cross-agency goals meant to advance key work at the agency in service of DEQ's mission, vision, values and mandates, and align with the agency's Diversity, Equity and Inclusion Plan. Implementation will utilize collaborative processes throughout the agency's divisions. DEQ has also identified early action items for each goal that will build momentum for success.

Equity statement

The Oregon Department of Environmental Quality's journey towards racial equity demands institutional self-reflection, humility, vulnerability, honesty, and a steadfast commitment to recognizing the value of all individuals. Together, the agency condemns racism and prioritizes and embraces anti-racism as the cornerstone of DEQ's efforts to build a more just and equitable organization. DEQ recognizes the enduring effects of racial segregation and disinvestment, particularly in environmental justice issues such as access to clean air, land, and water.

DEQ acknowledges that achieving racial equity requires intentional and ongoing practice, involving critical review and strategic changes to policies, accepted practices, systems, and structures. The agency recognizes the legacy of historical injustices perpetuated against Black, Brown, Asian, Indigenous, LGBTQIA2S+, disabled and low-income communities across time and place. In response,

DEQ commits to centering the lived experiences of historically marginalized groups and the values and expertise they bring to the agency. The agency values community self-determination, and expanding opportunities for historically marginalized groups to participate in ongoing dialogue and involvement with agency leadership to work together to advance environmental protection for all.

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:** Creating a culture of care where all employees and the communities DEQ serves feel supported, respected and included.
- **Inclusion:** Centering the agency's work in the voices and stories of people who have been historically excluded, silenced, or denied access.
- **Justice:** Designing work to support communities that have suffered disproportionate harm and achieve more equitable environmental outcomes.
- **Transparency:** Conducting agency policy work and decision-making in an open and visible manner.
- **Scientific integrity:** Fostering honest investigation, open discussion, objectivity and a firm commitment to ethical standards.
- **Accountability:** Taking responsibility for the impact of our words and actions with each other and the communities DEQ serves.
- **Growth mindset:** Encouraging collaboration, curiosity, learning from past mistakes, trying new things, and healthy questioning of dominant systems and status quo.
- **Joy:** Feeling pride in and being passionate about the agency's work, knowing that work is helping improve the environmental, physical, and economic health of Oregon communities and the planet.

Goal 1: Create a culture of inclusion and racial equity to foster organizational well-being and effectively serve our employees and communities.

- Strategy 1.1: Update existing practices and processes to align with the DEI, Affirmative Action, Succession, Wellness and Engagement Survey Action plans.
- Strategy 1.2: Document a process for routinely updating agency-wide 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: Better incorporate people throughout Oregon into our decision-making processes by engaging with them to learn about their lived experiences in a meaningful, respectful, and mutually beneficial way.

Goal 4: Proactively address complex environmental challenges today and in the future through technology, 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 DEQ permits and regulates.

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

- Strategy 5.1: Update commission material templates in collaboration with the commission to ensure key types of information are clearly and readily available to support their decision-making.
- Strategy 5.2: Establish processes for early and regular commission engagement in policy and rulemaking initiatives where the commission has a high degree of discretion.
- Strategy 5.3: Identify resources and approaches needed to analyze the effects and impacts of policy proposals brought to the commission.

Implementation

To ensure action and progress, this plan includes “momentum builders” – a set of actions the agency finds to be both foundational and readily implementable. As DEQ builds a robust implementation and monitoring system for the full plan, the agency will also prioritize the following momentum builders:

Goal 1: Create a culture of inclusion and racial equity to foster organizational well-being and effectively serve our employees and communities.

- Fully staff the Office of Equity.
- Co-create internal engagement protocols for use when preparing and updating agency-wide plans.
- Identify and schedule DEI training requirements for all staff.
- Inventory and prioritize agency plans in need of updating and alignment as described in Strategy 1.1.

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

- Hire a full-time Tribal Coordinator/Liaison.
- Reach out to each of Oregon’s nine federally recognized tribes to better understand key areas of interest.
- Develop a training for all DEQ staff and a training for staff most likely to engage with Tribes.

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

- Develop guidance on how to prioritize agency work in alignment with strategy 1.4.
- Compile and evaluate past and ongoing community engagement activities across all divisions, programs, and regional offices in the agency.

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

- Begin implementing key strategies identified by DEQ’s Recruitment and Retention Steering Committee.
- Ensure all programs successfully migrate to Your DEQ Online and are maximizing the system for efficiency.
- Align DEQ’s 2027-2029 Agency Request Budget with the strategies and needs articulated in this plan.

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

- Collect feedback from each commissioner on modification to EQC materials in support of Strategy 5.1.

Supporting work

DEQ's Strategic Plan is complemented by two other agencywide plans, developed in accordance with direction from Governor Kotek and through comprehensive and collaborative processes. These plans include:

- [Diversity Equity Inclusion Plan](#). The actions in this plan support DEQ's Strategic Goal 1 "Create a culture of inclusion and racial equity to foster organizational well-being and effectively serve our employees and communities." The plan identifies 11 key focus areas and provides actionable and measurable changes to policies and practices to build a culture of care through racial equity, inclusion, transparency and accountability.
- [Information Technology Strategic Plan](#). This plan documents DEQ Information Technology goals, illustrates how they are in alignment with the agency's business strategy, and documents the plan to achieve them. The DEQ IT Strategic Plan guides prioritization of IT investment decisions and ensures IT initiatives align with the agency's overall mission and objectives. The actions and priorities described in this plan will facilitate progress on DEQ's Strategic Goal 4 "Proactively address complex environmental challenges today and in the future through technology, modernization and innovation within and across programs."