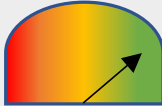


IMPERATIVE REPORT OUT & HIGHLIGHTS


Imperative		Objectives	Status
Expand and Improve Stakeholder Engagement		Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Developing baseline
Timing	Status	Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Developing baseline
Q3 2021	Agency has prioritized moving on this imperative early Planning is underway 	Year-over-year increase in the external use of agency produced reports, studies, and presentations	Developing baseline

Highlights and Look Forward

<p>Work Underway</p> <p>Planning initiatives: communication plan and engagement process, building relationships with external entities, and creating liaisons and ambassadors</p> <p>Prioritizing engagement for programs passed in 2021 legislative session</p>	<p>What's Next</p> <p>Determine who are "historically and currently underserved populations and communities"</p> <p>Baseline information and determine staff capacity</p>
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <p>Created internal Strategic Engagement Team (e.g. scoping for new 2021 studies)</p> <p>Online portal for public comments for application site certificates amendments</p> <p>Post-session debriefs and legislative report</p>	<p>Challenges and Needs</p> <p>Defining "diversity" for agency stakeholder groups and advisory boards</p>
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Imperative		Objectives	Status
Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes		Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color	Developing baseline
Timing	Status	Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Developing baseline
Q3 2021	Planning Underway 	Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway

Highlights and Look Forward

<p>Work Underway</p> <ul style="list-style-type: none"> Building relationships with Oregon universities to enhance internship program and expand recruitments ODOE staff completing Intercultural Effectiveness Survey Prioritizing equity for programs passed in 2021 legislative session 	<p>What's Next</p> <ul style="list-style-type: none"> Developing a better understanding of who we serve now by collecting demographic data
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <ul style="list-style-type: none"> ODOE communications staff assisted with statewide DEI conference Translated strategic plan into four additional languages 	<p>Challenges and Needs</p> <ul style="list-style-type: none"> DEI consultant could help ODOE engage with underserved populations
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Imperative		Objectives	Status
Assess and Enhance Organizational Data Capabilities		100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools	Not Started
Timing	Status		
Q3 2021	Planning Underway	Year-over-year increase of collection, review, and analysis of data	Developing baseline
		Year-over-year increase in data sharing relationships	Developing baseline



Highlights and Look Forward

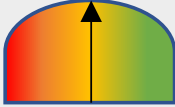
Work Underway
 Action planning for initiative on internal data management roles
 Recruiting for Research Analyst position (21-23 Budget)
 Interagency collaboration on equity mapping, demographic data

What's Next
 Look at ideal future state for internal structure, roles, and responsibilities on data
 Practice and pilot ideas during development of 2022 BER
 Data partnerships on upcoming ODOE studies

Accomplishments and Challenges

Accomplishments/Lessons Learned
 Strong interagency coordination and cooperation on BiZEV
 Included demographic questions in KPM survey
 Census data training and usage by ODOE staff

Challenges and Needs
 Lack of demographic data on who participates in ODOE's services and programs


Imperative		Objectives	Status
Assess and Modernize Agency Programs and Activities		100% of ODOE programs and activities align with ODOE mission and position statements	Not Started
Timing	Status	Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps	Not Started
Q3 2021	Planning Underway 		

Highlights and Look Forward

<p>Work Underway</p> <p>Ensuring new programs and activities align with mission and strategic plan imperatives</p>	<p>What's Next</p> <p>Concept development and scoping of Key Energy Indicators during 2022 BER development (Winter 21/22)</p> <p>Strategic Evaluation of Siting Program and Process (RFP)</p>
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <p>Worked with legislature to modernize some existing ODOE programs and optimize new ones</p>	<p>Challenges and Needs</p> <p>Determine scope of assessment related to ODOE's programs and activities</p>
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Imperative		Objectives	Status
Optimize Organizational Efficiency and Impact		Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	2019 baseline - 3.79; re-eval TBD
Timing	Status		2019 baseline - 2.73; re-eval TBD
Q3 2021	Planning Underway 		KPM survey underway

Highlights and Look Forward

Work Underway Action planning for initiative on cross-functional improvements Evaluating results of enhanced KPM survey	What's Next Develop pilot for replicable, scalable Process Improvement Pathways Survey of staff to identify opportunities for process improvements
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Accomplishments and Challenges

Accomplishments/Lessons Learned Evaluated siting process and eliminated paper copy submittal requirements for annual compliance plans Efficiencies identified as agency has evolved during COVID response	Challenges and Needs Organizational capacity and managing change Recruitment of new staff to run new programs (from 2021 legislative session)
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