# Imperative Report Out & Highlights

<table>
<thead>
<tr>
<th>Imperative</th>
<th>Objectives</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and Improve Stakeholder Engagement</td>
<td>Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards</td>
<td>Developing baseline</td>
</tr>
<tr>
<td>Timing</td>
<td>Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities</td>
<td>Developing baseline</td>
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## Work Underway
- Agency has prioritized moving on this imperative early
- Planning is underway

## Accomplishments/Lessons Learned
- Created internal Strategic Engagement Team (e.g. scoping for new 2021 studies)
- Online portal for public comments for application site certificates amendments
- Post-session debriefs and legislative report

## What's Next
- Determine who are "historically and currently underserved populations and communities"
- Baseline information and determine staff capacity

## Challenges and Needs
- Defining "diversity" for agency stakeholder groups and advisory boards

## Highlights and Look Forward

### Online Portal for Public Comments
- A project in progress to facilitate public engagement on application site certificate amendments.

### Post-Session Debriefs
- Regular follow-up meetings to assess progress and identify next steps.

### Baseline Information
- Continuously collecting data to measure progress and make informed decisions.

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**Imperative:**
- Expand and Improve Stakeholder Engagement

**Objectives:**
- Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards
- Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities
- Year-over-year increase in the external use of agency produced reports, studies, and presentations

**Status:**
- Developing baseline
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- Agency has prioritized moving on this imperative early
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**Accomplishments/Lessons Learned:**
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- Post-session debriefs and legislative report

**What's Next:**
- Determine who are "historically and currently underserved populations and communities"
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**Challenges and Needs:**
- Defining "diversity" for agency stakeholder groups and advisory boards

**Highlights and Look Forward:**
- Online portal for public comments
- Post-Session Debriefs
- Baseline Information
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<tr>
<td>Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes</td>
<td>Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color</td>
<td>Developing baseline</td>
</tr>
<tr>
<td>Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs &amp; services</td>
<td>Developing baseline</td>
<td></td>
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<tr>
<td>Increase agency Diversity, Equity, and Inclusion awareness and fluency</td>
<td>Underway</td>
<td></td>
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**Timing**

| Q3 2021 | Planning Underway |

**Work Underway**

- 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

**What's Next**

- Developing a better understanding of who we serve now by collecting demographic data

**Accomplishments/Lessons Learned**

- ODOE communications staff assisted with statewide DEI conference
- Translated strategic plan into four additional languages

**Challenges and Needs**

- DEI consultant could help ODOE engage with underserved populations
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<tr>
<td>Assess and Enhance Organizational Data Capabilities</td>
<td>100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools</td>
<td>Not Started</td>
</tr>
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<td>Q3 2021</td>
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<td><strong>Objectives</strong></td>
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<tr>
<td>Year-over-year increase of collection, review, and analysis of data</td>
<td>Developing baseline</td>
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<tr>
<td>Year-over-year increase in data sharing relationships</td>
<td>Developing baseline</td>
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**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
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<tr>
<td>Assess and Modernize Agency Programs and Activities</td>
<td>100% of ODOE programs and activities align with ODOE mission and position statements</td>
<td>Not Started</td>
</tr>
<tr>
<td>Work Underway</td>
<td>Complete assessment of ODOE work in the context of the state’s energy ecosystem to identify redundancies and gaps</td>
<td>Not Started</td>
</tr>
<tr>
<td>Q3 2021</td>
<td>Planning Underway</td>
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<th>What’s Next</th>
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<tr>
<td>Work Underway</td>
<td>Concept development and scoping of Key Energy Indicators during 2022 BER development (Winter 21/22)</td>
<td></td>
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<tr>
<td>Worked with legislature to modernize some existing ODOE programs and optimize new ones</td>
<td>Strategic Evaluation of Siting Program and Process (RFP)</td>
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<table>
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<th>Accomplishments/Lessons Learned</th>
<th>Challenges and Needs</th>
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<tr>
<td>Worked with legislature to modernize some existing ODOE programs and optimize new ones</td>
<td>Determine scope of assessment related to ODOE’s programs and activities</td>
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<tr>
<td>Optimize Organizational Efficiency and Impact</td>
<td>Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)</td>
<td>2019 baseline - 3.79; re-eval TBD</td>
</tr>
<tr>
<td>Timing</td>
<td>Increase “Efficient and effective processes &amp; procedures” survey score to at least 3.5</td>
<td>2019 baseline - 2.73; re-eval TBD</td>
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<tr>
<td>Planning Underway</td>
<td>Increase in Key Performance Measure customer satisfaction score to at least 95%</td>
<td>KPM survey underway</td>
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### 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

### 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)