1. Continue to build OSSIA and OSEEF’s current DEI commitment and journey in order to create equitable access to solar
   ○ Demonstrate our commitment to a learning community among staff, board, members, stakeholders, and the public
   ○ Continue to apply and evaluate our DEI process and tools, such as an equity lens and OSSIA and OSEEF’s Theory of Change that embeds our equity analysis
   ○ Develop an evaluative framework to ensure a dynamic feedback loop that informs our journey and learning (informs our approach and actions
   ○ Continue to improve human resources processes and employee experience through equitable compensation, hiring practices, and support of work-life balance
   ○ Work with OSSIA and OSEEF members to increase their equity education and trainings leading to diverse recruitment and retention.

2. Invest in partnerships, outreach, and education with a broad set of stakeholders such as coalitions, current and prospective OSSIA and OSEEF members, elected officials, policymakers, tribes, and state agencies to:
   ○ Advocate for increased access and incentives to solar, storage, and workforce development, ensuring no communities are left behind
   ○ Increase pre-apprenticeship, apprenticeship, and workforce advancement opportunities, especially among under-represented/under-advantaged communities
   ○ Improve the flow of the workforce pipeline and processes at every level of development, from pre-apprenticeship to administrative and management positions.

3. Support state-level efforts to grow a robust solar and storage landscape in Oregon
   ○ Strengthen apprenticeship and pre-apprenticeship programs
   ○ Incentivize solar and storage, advocate for adjustments when needed, and ensure equitable access by under-advantaged communities
   ○ Reform interconnection and distribution system planning
   ○ Adapt the LRT license to the solar and storage industry’s needs
   ○ Advocate for strong and flexible NEM policies
   ○ Continue improving permitting and codes to ensure equitable access by under-advantaged communities and all areas of Oregon
   ○ Improve utility scale siting so that the needs of communities are centered while solar and storage development is accelerated
   ○ Create ethical standards of practice for solar and storage
   ○ Clearly define electrician versus laborer roles
   ○ Explore ethical reduction of the apprentice licensed ratio
4. Elevate experiences and skills/capacity of prospective and current workers by working with training agents and OSSIA and OSEEF members to create safe, respectful, fair workplaces with diverse and skilled workforce
   ○ Encourage training agents and OSSIA and OSEEF members to fulfill the Safe From Hate Pledge
   ○ Actively highlight, develop, and implement preventative efforts we can do to prevent workplace discrimination and safety
   ○ Create a clear and effective format for reporting violations
   ○ Ensure training agents provide well-paying jobs, follow training standards and integrate DEI in order to increase retention of apprentices
   ○ Develop accessible best practices in renewable energy and storage trainings
   ○ Prioritize, develop, and publicize programmatic opportunities to under-represented and under-advantaged groups
   ○ Create data collection tracking systems to ensure communities are well-represented and better serve

5. Maintain a financially stable, professional, and effective organization prepared to support a larger and more diverse membership.
   ○ Increase the diversification of funding streams for the c3.
   ○ Create a 2-5 year plan for staff development and expansion
   ○ Improve communications to members and the public
   ○ Increase OSEEF board membership
   ○ Continue to improve general operating procedures