

## Oregon Department of Energy

The Oregon Department of Energy was created in 1975, two years after the international oil crisis that led to a nearly 300 percent increase in gasoline prices, changed our daily lives, and influenced global politics and economies for years. A lot has changed since then, but much remains the same – including our vision for a safe, equitable, clean, and sustainable future. ODOE’s new strategic plan provides clarity and focus for our agency, including an updated mission and the objectives we hope to achieve over the next four years to deliver on that mission.

We are grateful to ODOE staff as well as our peer organizations, Tribal partners, and stakeholders, including the [Energy Advisory Work Group](#), who participated in interviews and surveys to provide input as we developed the plan.

## Strategic Clarity

The “clarity” elements developed through our strategic plan help define the future we are trying to create, our purpose, the fundamental values that shape how we work together, and what value we deliver to our fellow Oregonians.

### OUR VISION

A safe, equitable, clean, and sustainable future.

### OUR MISSION

The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.



# 2021-2024 Strategic Plan

### OUR VALUES

- We listen and aspire to be inclusive and equitable in our work.
- We are ethical and conduct our work with integrity.
- We are accountable and fiscally responsible in our work and the decisions of our agency.
- We are innovative and focus on problem-solving to address the challenges and opportunities in Oregon’s energy sector.
- We conduct our agency practices and processes in a transparent and fair way.

# 2021-2024 Strategic Plan



## What We Do

- + A Central Repository of Energy Data, Information, and Analysis:

We research, [collect](#), and [analyze data and information](#) to inform state energy planning, [regulation](#), [program administration](#), and [policy development](#).

- + A Venue for Problem-Solving Oregon's Energy Challenges:

We [convene constructive conversations](#) about Oregon's [energy challenges and opportunities](#) that consider a [diverse range of perspectives](#), foster [collaboration and innovative solutions](#), and facilitate the [sharing of best practices with consumers and stakeholders](#).

- + Energy Education and Technical Assistance:

We provide [technical assistance](#), [educational resources](#), and advice to support [policy makers](#), [local governments](#), [industry](#), [energy stakeholders](#), and the [general public](#) in solving energy challenges and meeting Oregon's [energy](#), [economic](#), and [climate goals](#).

- + Regulation and Oversight:

We manage the [responsible siting of energy facilities in the state](#), regulate the [transport and disposal](#) of radioactive materials, and represent [Oregon's interests](#) at the [Hanford Nuclear Site](#).

- + Energy Programs and Activities:

We manage and administer statutorily authorized energy programs to [save energy](#), support the state's [decarbonization efforts](#), make communities more [resilient](#), and position Oregon to [lead by example](#).

## Strategic Focus & Action

Over the next four years, the following imperatives, objectives, and initiatives will provide focus areas and targets as ODOE delivers on our mission. The five **imperatives** direct our attention and highlight critical needs, the **objectives** will allow us to measure our success, and the **initiatives** provide the collective actions we will take to achieve our imperatives. The imperatives are of equal importance and are not presented in priority order. Since certain actions can apply throughout the plan, some initiatives will serve multiple imperatives and objectives.

## Implementation

The Oregon Department of Energy will begin implementing the plan in 2021, including prioritizing the imperatives and ensuring the implementation process incorporates considerations of equity and cooperative engagement. Implementation planning also accounts for ODOE's authority and is consistent with state priorities. Activities will be staggered across the four years to ensure successful and responsible allocation of time and resources.



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## IMPERATIVE: EXPAND AND IMPROVE STAKEHOLDER ENGAGEMENT

We heard from stakeholders that they aren't always aware of ODOE's work and how it affects issues and topics that they care about. There is an opportunity for ODOE to better engage a diverse range of stakeholders to create a more inclusive and coordinated discussion about energy challenges and solutions.

### OBJECTIVES

Increase diversity of agency stakeholder groups.

Conduct assessment of current agency decision-making and advisory bodies to identify opportunities for more diverse representation.

INITIATIVES

Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities.

Develop a communication plan and engagement process collaboratively with historically and currently underserved populations and communities that includes actively listening, being responsive, and incorporating feedback in the development of programs, policies, and other areas of work.

Build on existing Tribal engagement efforts by expanding internal responsibilities and resources, and reaching out to Tribes to assess and amplify shared interests and priorities.

Year-over-year increase in the external use of agency produced reports, studies, and presentations.

Work with external entities to assess their needs and priorities to strengthen relationships and better inform Oregon's energy policies and programs

Strengthen staff capacity within ODOE to serve as liaisons and ambassadors with communities, stakeholder groups, and Tribes.

## IMPERATIVE: BUILD PRACTICES AND PROCESSES TO ACHIEVE MORE INCLUSIVE AND EQUITABLE OUTCOMES

Oregonians are committed to an equitable energy future and ODOE has a role to play in helping to ensure equitable processes and outcomes as the state pursues a sustainable energy transition. There is an opportunity for ODOE to examine its programs, processes, and practices to measure its impact across the state with a focus on historically and currently underserved populations and communities.

### OBJECTIVES

Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color.

INITIATIVES

Enhance ODOE's internship program to provide benefits to interns, such as paid positions and greater access to educational credits, to help build a more diverse network of ODOE and energy industry employees.

Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs and services.

Develop a Diversity, Equity, and Inclusion Action Plan in partnership with historically and currently underserved populations and communities.

Create inclusive, multi-lingual communications to increase accessibility of agency program information and services.

Increase agency Diversity, Equity, and Inclusion awareness and fluency.

Conduct agency-wide DEI assessment and training to measure and increase employee knowledge, awareness, and skills.

# 2021-2024 Strategic Plan

## IMPERATIVE: ASSESS AND ENHANCE ORGANIZATIONAL DATA CAPABILITIES

The state needs a centralized source of unbiased energy information, and this is one of ODOE's key statutory responsibilities. ODOE's ability to collect and analyze data is key to this capability, and there is an opportunity for ODOE to enhance its skills, systems, and structure to research, work with data providers, vet analytical assumptions, and produce unbiased data and information that can serve as a foundation for the agency and for public use.

### OBJECTIVES

100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools.

Establish and internally communicate agency data standards and tools.

Assess and enhance agency data management roles, responsibilities, and internal structures.

Enhance staff data analysis and visualization skills to bring more interactive, value-add products (e.g. external data dashboards) to stakeholders.

### INITIATIVES

Year-over-year increase of collection, review, and analysis of data.

Audit agency datasets to identify gaps and ensure they support implementation of state programs and priorities.

Collect and analyze demographic data to better inform ODOE's work and to identify barriers to achieving equitable energy outcomes.

Year-over-year increase in data sharing relationships.

Identify, catalog, and conduct outreach with data-holders across the state and among stakeholders.

## IMPERATIVE: ASSESS AND MODERNIZE AGENCY PROGRAMS AND ACTIVITIES

With many agencies and organizations active in the energy field, the state could benefit from clarifying ODOE's role and value. Oregon's energy landscape has changed substantially since ODOE was created in the 1970s, and it's time to develop a clear understanding of whether older programs continue to meet their intended purposes and whether there are different or updated policies or programs that could better meet Oregon's goals and needs. There is an opportunity for ODOE to analyze its programs and activities as compared to other energy programs and activities in the state, along with identifying gaps and options to fill unmet energy policy needs in Oregon.

### OBJECTIVES

100% of ODOE programs and activities align with ODOE mission and position statements.

Conduct a strategic evaluation of each program and activity.

Share the outcomes of the strategic evaluation and describe the alignment of programs and activities with ODOE's mission and position statements. Where necessary, identify actions to achieve better alignment.

### INITIATIVES

Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps.

Collaborate with energy stakeholders to identify Key Energy Indicators and state priorities and objectives (including statutory targets and goals, executive orders, non-energy goals like job creation, other executive guidance like the Equity Framework).

Create dashboard(s) to monitor and report on status of Key Energy Indicators.

Build on collaborative effort to assess how other agencies and organizations in the state are working toward Key Energy Indicators and state priorities, and identify areas where ODOE's work may overlap with other entities or where there might be gaps in state efforts.



## IMPERATIVE: OPTIMIZE ORGANIZATIONAL EFFICIENCY AND IMPACT

ODOE has a knowledgeable and capable staff who are well respected by stakeholders and have the potential to further the effectiveness of the organization through improved policies and processes and greater direction on priorities and goals associated with the strategic plan. There is an opportunity for ODOE to align resources and support our staff in an evolving and dynamic external environment.

## OBJECTIVES

Increase average [Gallup Q12](#) engagement score to at least 4.0 (out of 5.0).

Update and improve employee development and recognition plans and programs.

Increase "Efficient and effective processes and procedures" survey score to at least 3.5.

Create internal action teams to identify and implement cross-functional process improvements.

Evaluate and improve agency collaboration and communication culture.

Increase in Key Performance Measure customer satisfaction score to at least 95%.

Update ODOE's KPM customer satisfaction survey and implement timelier customer service evaluations

## INITIATIVES

## Developing the Plan

The Oregon Department of Energy created a Strategic Planning Committee to develop this plan in 2019-2020. The committee included managers and staff from across ODOE's divisions, and we gathered input from ODOE staff, stakeholders, Tribes, community organizations, and legislators through a series of interviews and online surveys.

Recognizing existing best management practices and the need for Diversity, Equity, and Inclusion facilitation, ODOE worked with Coraggio Group and Kathleen Holt to ensure effective development of the plan and to provide independent information collection. DEI focus work with Kathleen Holt included facilitated committee conversations and outreach conversations with community organizations and Tribes.

Learn more at <https://www.oregon.gov/energy/About-Us/Pages/Strategic-Plan.aspx>

