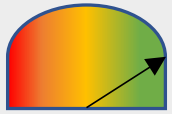
Imperative
Expand and Improve Stakeholder Engagement

Timing	Status
Q1 2022	**Agency has prioritized moving on this imperative early** **Three initiatives are underway**



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

Highlights and Look Forward

Work Underway

- Initiatives underway: communication plan and engagement process, strengthen relationships with external entities, and serve as liaisons and ambassadors
- On-going webinars for incentive program development and studies to share information, listen for feedback, and engage in Q&A
- Continued prioritizing engagement for programs/studies passed in 2021

What's Next

- Exploring ways to facilitate engagement with historically and currently underserved communities
- 2022 Biennial Energy Report Input - letter to each Tribal Chair, questions on comment portal, interest in stakeholder discussion sessions.
- Baseline information for stakeholder outreach and evaluating staff capacity

Accomplishments and Challenges

Accomplishments/Lessons Learned

- Created internal Strategic Engagement Team to support programs, incentives, policy analysis/studies, siting, and nuclear safety & emergency preparedness
- Online portal for public comments for application site certificates amendments as well as for comments on rulemaking and studies/reports

Challenges and Needs

- Defining "diversity" for agency stakeholder groups and advisory boards
- Approaches for support/funding to better engage with communities and community-based organizations

OREGON DEPARTMENT OF ENERGY

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
	Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Developing baseline
	Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway

Timing	Status
Q1 2022	**Initiative planning underway** **Operational efforts ongoing**

Highlights and Look Forward

Work Underway

- Building relationships with Oregon universities to enhance internship program and expand recruitments
- Prioritizing equity for programs passed in 2021 legislative session
- Measuring and tracking intern experiences

What's Next

- Sharing information about the Solar+Storage Rebate Program with Governor's Racial Justice Council with an interest in improving the Low-Moderate Income (LMI) parts of the program
- Exploring "live" translations for public meetings
- Scoping for DEI Action Plan approach
- Developing better understanding of who we serve by collecting demographic data

Accomplishments and Challenges

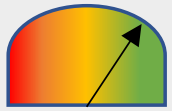
Accomplishments/Lessons Learned

- Focus on ensuring materials/web are available in more languages.
- LMI incentives for Energy Efficient Wildfire Rebuilding program, with a focus on manufactured homes
- Staff engaged in learning more about intercultural effectiveness
- Trained ODOE staff on using EPA's EJ Screen as well census data analysis

Challenges and Needs

- DEI consultant could help ODOE engage with underserved populations
- Learning about best practices, coordinating/considering how others are doing this work.

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	Underway
	Year-over-year increase of collection, review, and analysis of data	Developing baseline
	Year-over-year increase in data sharing relationships	Developing baseline

Timing	Status
Q1 2022	**Initiatives Underway** **Accelerated work planned for 2022** 

Highlights and Look Forward

Work Underway

Posing voluntary demographic questions for users of new and revised ODOE programs

Interagency collaboration on equity mapping, demographic data

What's Next

Infusing data efforts and partners for current work including three studies, 2022 Biennial Energy Report, and three programs being launched

Develop catalogue of agency data-dependent work products

Improving data standards and tools needed to manage data

Identify processes for data handling, management, approval, tracking

Accomplishments and Challenges

Accomplishments/Lessons Learned

Revised Charter approved by the Data Governance Team

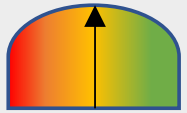
Included demographic questions in KPM survey

New Research Analyst position (21-23 Budget) started in Jan 2022

Challenges and Needs

Lack of demographic data on who historically and currently 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	Underway
	Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps	Not Started

Timing	Status
Q1 2022	**Planning Underway** 

Highlights and Look Forward

Work Underway

Ensuring new and revised programs and activities continue to align with mission and strategic plan imperatives

What's Next

Concept development and scoping of Key Energy Indicators during 2022 Biennial Energy Report development

Strategic Evaluation of Siting Program and Process (RFP) - Solicitation re-posted and closes in Feb 2022

Accomplishments and Challenges

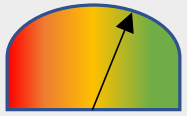
Accomplishments/Lessons Learned

Worked with legislature to modernize some existing ODOE programs and optimize new ones

Challenges and Needs

Approach and scale of assessment related to ODOE's programs and activities

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
	Increase “Efficient and effective processes & procedures” survey score to at least 3.5	2019 baseline - 2.73; re-eval TBD
	Increase in Key Performance Measure customer satisfaction score to at least 95%	Planning underway for improved methodology

Timing	Status
Q1 2022	**Initiative Underway** **Adapting approaches based on feedback** 

Highlights and Look Forward

Work Underway	What's Next
Initiative on cross-functional improvements underway	Develop pilot(s) for replicable, scalable process improvements
Evaluating results of enhanced KPM survey	Analyze staff feedback to identify opportunities for process improvements
Improving procurement process to be more efficient and accessible	Streamlining/optimizing platforms for document sharing and collaboration

Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
Efficiencies identified as agency has evolved during COVID response	Managing change and capacity, along with COVID uncertainty
EFSC survey on how to improve materials and presentations for agendas	Recruitment of new staff to run new programs (from 2021 legislative session)
Conducted several town halls to solicit ideas from staff on process improvements	Changes in the overall state government enterprise (such as OregonBuys)
Processes are unique, not one size fits all. Need to adapt and "right-size"	