





OREGON
DEPARTMENT OF
ENERGY

Strategic Plan Update



Imperative		Objectives	Status
1. Expand & Improve Stakeholder Engagement		1.1 Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Developing Baseline
Q1 2023 Update		1.2 Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Proxy data shows overall increase; working to delineate populations and communities
		1.3 Year-over-year increase in the external use of agency produced reports, studies, and presentations	All categories increasing
Highlights and Look Forward			
Work Underway		What's Next	
<ul style="list-style-type: none"> • Webinars and feedback sessions for incentive program development and rulemaking (heat pump programs), Biennial Energy Report, federal funding updates, legislative informational hearings/presentations on energy topics • Increasing stakeholder engagement efforts through partnership with RARE Program (University of Oregon) to focus on rural communities • Legislative focus on bills that might provide resources for engagement work • Baseline survey for agency stakeholder groups, rulemaking, oversight, and advisory boards (objective 1.1, with nexus to objective 2.2) 		<ul style="list-style-type: none"> • Developing online interface for energy-specific federal funding opportunities for communities, local governments, tribes, and other entities • Integrating outcomes of several initiatives through work of Strategic Engagement Team and day to day operations • Recruitment for vacancies in the Community Renewable Energy Program Advisory Committee 	
Accomplishments and Challenges			
Accomplishments/Lessons Learned		Challenges/Needs	
<ul style="list-style-type: none"> • 15 legislative presentations in 2023 thus far (there were 13 in 2022 and 12 in 2021) • Webinars, blog posts, 1:1 meetings on federal funding (e.g. IJIA Grid resilience, Climate Pollution Reduction Grants (with DEQ), Energy Efficiency Conservation Block Grants) • New staff in EDS focused on outreach and engagement • New internal process for Letter of Support/Letter of Commitment with a focus on federal grants where ODOE is not be the lead applicant 		<ul style="list-style-type: none"> • Approaches for support/funding to better engage with communities and community-based organizations • No baseline data on engagement for some existing programs • Federal Justice40 requirements will present unique data challenges; ODOE will need to work closely with EJ partners to develop criteria 	


Imperative		Objectives	Status
2. Build Practices & Processes to Achieve More Inclusive and Equitable Outcomes		2.1 Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color	Increasing every year
Q1 2023 Update		2.2 Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Proxy data established by tracking new ODOE programs; working to delineate populations and communities
		2.3 Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway

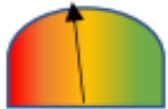
Highlights and Look Forward


Work Underway	What's Next
<ul style="list-style-type: none"> • Prioritizing equity in legislative session (SB 852/community navigator bill, public advocate position in budget bill) • Drafting DEI Plan (request from Governor Kotek's agency expectations) • Analyzing J40 requirements and integrating into agency approach for federal funding applications • Baseline survey for agency stakeholder groups, rulemaking, oversight, and advisory boards (objective 1.1, with nexus to objective 2.2) 	<ul style="list-style-type: none"> • Developing equity and inclusion metrics to describe how our federal funding applications meet "energy democracy," Climate and Economic Justice Screening Tool (CEJST), and other J40 guidance from USDOE • Outreach for new heat pump programs, analyzing gaps, and focus on rural communities, Tribes, and COUs • Assessing results of Baseline survey to develop strategies to meet objective 1.1 to increase diversity • Finalizing 23-25 Agency Affirmative Action Plan

Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges/Needs
<ul style="list-style-type: none"> • Solar + Storage Rebate Program – significantly improved data collection by adapting survey method. Data so far indicates about 8.2% of applicants identify as other than white, and 16% have someone in their household with a disability • Provided stipends to help remove barriers to participation in C-REP External Evaluation Committees for Round 1 and Round 2 reviews of applications for funding • Sponsored staff attendance at DEI courses to increase fluency and awareness 	<ul style="list-style-type: none"> • Aligning ODOE activities related to inclusion and equity with J40 and other standards in a meaningful and effective way • Access to demographic data to inform program design • Outreach "fatigue" among environmental justice communities and community based organizations

Imperative		Objectives	Status
3. Assess and Enhance Organizational Data Capabilities		3.1 100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools	Improvements to agency data streams completed.
Q1 2023 Update		3.2 Year-over-year increase of collection, review, and analysis of data	Increased number of programs collecting data, other efforts in development
		3.3 Year-over-year increase in data sharing relationships	Exploring metrics
Highlights and Look Forward			
Work Underway		What's Next	
<ul style="list-style-type: none"> ODOE working with state CIO on IT strategic plan to support ODOE's needs and align with enterprise-wide initiatives Coordination with program evaluation initiative in Imperative 4 (Assess & Modernize Agency Programs and Activities) – Determine what data is collected, what is needed, what the gaps are, how data supports the program Assessing opportunities for automated data uploads for data sets that are regularly updated Reviewing new options for software that can be used and shared throughout the agency to capture and store non-numerical information, such as references and citations used in studies and reports 		<ul style="list-style-type: none"> Developing online interface for energy-specific federal funding opportunities for communities, local governments, tribes, and other entities (data visualization initiative) Increasing opportunities for data sharing through Letter of Support/Letter of Commitment process for federal funding applications where ODOE is not the lead applicant Adding more knowledge base articles for staff on ODOE's internal SharePoint IT's SharePoint migration and increased Dynamics functionality should facilitate easier data sharing and tracking 	
Accomplishments and Challenges			
Accomplishments/Lessons Learned		Challenges/Needs	
<ul style="list-style-type: none"> Research Analyst established a data management process for the Biennial Energy Report with implementation and training, and they are building on this work with data collection and management for the Biennial ZEV Report Completed GIS training for staff that could use GIS in their work 		<ul style="list-style-type: none"> Data requests don't always match our data availability, for example lack of demographic data on who participates in all of ODOE's services and programs Agency has limited data engineering expertise 	

Imperative		Objectives	Status
4. Assess and Modernize Agency Programs and Activities		4.1 100% of ODOE programs and activities align with ODOE mission and position statements	Evaluation underway
Q1 2023 Update		4.2 Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps	Not started
Highlights and Look Forward			
Work Underway		What's Next	
<ul style="list-style-type: none"> ODOE's Internal Auditor reviewing and advising on potential additional evaluation criteria Developing methods to receive feedback from ODOE's program participants EFSC Program Evaluation has been supported by a consultant and involved external and internal surveys and analysis Conducting pilot evaluation of two ODOE programs – SEED and renewable energy – to test evaluation process and criteria 		<ul style="list-style-type: none"> Development of "Key Energy Indicators" might align with potential Statewide Energy Strategy (BER Recommendation, potential bill, potential federal funding) Refining program evaluation process steps and applying to additional programs after the first two are piloted EFSC Program Evaluation Final report will include results of all of the outreach efforts and recommendations on internal administrative improvements and possible recommendations for changes to rules and statutes that would improve the process 	
Accomplishments and Challenges			
Accomplishments/Lessons Learned		Challenges/Needs	
<ul style="list-style-type: none"> Shared and discussed list of programs and evaluation elements for feedback with EAWG (Fall 2022) 		<ul style="list-style-type: none"> Busy legislative session for staff that would be needed to participate in evaluations 	

Imperative		Objectives	Status
5. Optimize Organizational Efficiency and Impact		5.1 Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	2019 baseline - 3.79; Reevaluate in May 2023
Q1 2023 Update		5.2 Increase “Efficient and effective processes & procedures” survey score to at least 3.5	2019 baseline - 2.73; Reevaluate in May 2023
		5.3 Increase in Key Performance Measure customer satisfaction score to at least 95%	Planning underway for improved methodology
Highlights and Look Forward			
Work Underway		What’s Next	
<ul style="list-style-type: none"> Implementation of Governor Kotek's Agency Expectations, including succession planning 		<ul style="list-style-type: none"> Conduct Gallup Survey, then shift to enterprise-wide survey Conduct Whole Systems Survey Improve KPM customer service survey collection; connect with Governor Kotek’s Agency Expectations around customer service 	
Accomplishments and Challenges			
Accomplishments/Lessons Learned		Challenges/Needs	
<ul style="list-style-type: none"> Process improvement, efficiency, and customer service initiatives and objectives are aligned with Governor Kotek’s “Agency Expectations” Improvements in recruitment process reduced average length of time to fill positions Added more staff to help with procurement 		<ul style="list-style-type: none"> Influx of federal funds – tracking, applying – with existing resources and the challenge of building the infrastructure internally to meet those is top of mind 	