

ODOE 2021-2024 STRATEGIC PLAN FINAL REPORT

by the
**OREGON
DEPARTMENT OF
ENERGY**



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2021-2024 STRATEGIC PLAN FINAL REPORT

EXECUTIVE SUMMARY

In 2021, the Oregon Department of Energy adopted an ambitious new [strategic plan](#) that would guide the agency's work through 2024. A set of five imperatives outlined the major focus areas for the plan, which each had a set of initiatives to support the work and objectives to measure success. As the strategic plan horizon comes to a close, ODOE is reflecting back on the plan, celebrating our accomplishments, and identifying challenges and opportunities that can inspire our next strategic plan.

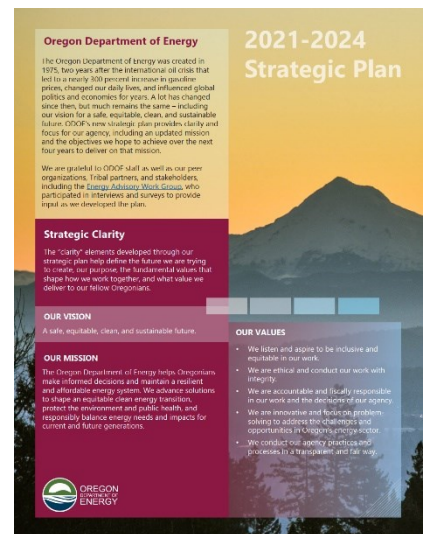
The first phase of developing the [2021-2024 Strategic Plan](#) was to “get clear.” This included developing a new vision and mission, as well as a “position statement” that provides a high-level overview of ODOE's work. The development of the new vision, mission, and position was informed by extensive outreach done by ODOE's strategic planning consultant, who presented ODOE staff with insights from their research. These insights included findings such as ODOE struggled to communicate its mission and efficacy in an unaligned and self-interested energy ecosystem and that ODOE's ideal role is believed to be as a data provider – a “central point of truth” for Oregon's energy system.

The ODOE team has embraced this guiding clarity and leaned on its important messaging as the Oregon Legislature added new responsibilities to the agency, we welcomed a new Governor, and the agency brought significant new federal funding to support Oregon's energy programs and goals.

Over the last four years, ODOE has made significant progress on each imperative. Some initiatives and objectives have been successfully completed, while the agency continues to make progress on others. There are numerous successes that the agency can highlight. One of ODOE's imperatives was to *expand and improve stakeholder engagement*. Our engagement strategy and approach has strengthened as ODOE created a new Strategic Engagement Team that centralized and focused three existing staff and later added a new Community Navigator and Community Equity and Inclusion Analyst. These efforts have improved engagement with communities across Oregon, which bolsters our programs and ensures they are set up for success to serve Oregonians equitably. These actions have also contributed to progress on a second imperative to *build practices and processes to achieve more inclusive and equitable outcomes*.

A third imperative involved *assessing and modernizing agency programs and activities*, which strengthened ODOE's role as a central repository of energy data, information, and analysis. A key accomplishment in this area was the completion of an assessment of all agency data sets, where they are stored, how they are used, and how the data was validated. The findings from this effort helped the agency determine which agency products needed defined data practices to ensure accurate reporting that is traceable, defensible, and flexible enough to accommodate a diversity of data and deliverables. Ultimately, these findings led to the development of data management practices as part of individual project planning documents.

In working to *assess and modernize agency programs and activities*, the agency and interested parties benefited from undertaking a strategic evaluation of all external-facing programs and articulating how they align with ODOE's mission and position statement. This effort also enabled the team to identify opportunities to increase effectiveness and efficiency in those programs. Significant progress was also



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made to *optimize organizational efficiency and impact*, including meeting the objective of increasing the Gallup Q12 engagement score to above 4.0.

A lot can happen in four years, and ODOE’s strategic plan provided a solid foundation as Oregon recovered from the COVID-19 pandemic and ODOE embraced the state’s transition to more remote work. The agency was challenged by competing priorities as ODOE leaders worked on strategic plan implementation while ensuring other projects and business needs – including the launch of several new incentive programs and federal funding opportunities – were well executed. While the agency made strong progress on all of the plan’s imperatives, there were also objectives and initiatives that didn’t quite get over the finish line. Throughout the strategic plan’s implementation, we took our consultant, Coraggio’s, advice to *adopt, adapt, or abandon* certain efforts or approaches to better respond to ODOE’s needs.

ODOE is proud of our work through the 2021-2024 Strategic Plan. We learned a lot that will help us as we begin our next strategic planning effort – including that this plan was very ambitious and probably a bit too complex. When drafting the plan, it was hard to narrow down the number of initiatives, for example, because each one felt important to include and achieve. With so many different activities, it was difficult and time consuming to track progress and keep momentum on each of them.

We look forward to developing a new strategic plan over the next year that still embraces ambition and sets us up for success. In 2025, ODOE is celebrating its 50th year serving Oregonians. We’re excited to celebrate how far the agency has come – and where we’ll go next together.

2021-2024 Strategic Plan Progress Summary






The table below includes ODOE’s imperatives, objectives, and initiatives from the 2021-2024 Strategic Plan. Completed objectives and initiatives will have a green check mark. Objectives without a check mark are incomplete. Some initiatives have been adapted (blue arrow) or are in progress (orange arrow).

Imperatives	Objectives	Complete	Initiatives	Status
Expand and Improve Stakeholder Engagement	Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards.	✓	Conduct assessment of current agency decision-making and advisory bodies to identify opportunities for more diverse representation.	✓
	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.	↻

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			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.	✓
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.	✓	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.	✓

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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.	✓	Establish and internally communicate agency data standards and tools.	
			Assess and enhance agency data management roles, responsibilities, and internal structures.	✓
	Year-over-year increase of collection, review, and analysis of data.	✓	Enhance staff data analysis and visualization skills to bring more interactive, value-add products (e.g. external data dashboards) to stakeholders.	✓
			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.		
Assess and Modernize Agency Programs and Activities	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.	
	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 .	✓
			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		

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			KEIs and state priorities, and identify areas where ODOE's work may overlap with other entities or where there might be gaps in state efforts.	
Optimize Organizational Efficiency and Impact	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 & procedures" (Whole Systems Model) 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.	✓

 **Complete**
  **Adapted**
  **In Progress**

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INTRODUCTION

ODOE engaged in a process to establish its first-ever agency-wide Strategic Plan in 2019-2020. Strategic planning enables an organization to: set its direction; establish goals; prioritize its work; measure progress; and allocate limited time, resources, and attention – all while fostering organizational cohesion, shared purpose, and common values. Specifically, ODOE’s purposes for this agency-wide strategic plan were to:



- **Define** our organizational values and **improve** internal operations to shape how we work together and serve our mission.
- Clearly **prioritize** and **define** ODOE’s work, which can also help to build better understanding by — and stronger collaboration with — interested parties.
- **Measure** progress and **strengthen** alignment between agency goals, programs, and budget.

ODOE worked with consulting firm [Coraggio Group](#) and a Diversity Equity and Inclusion sub-contractor, Holt Strategies, on a process that followed strategic planning methods and best practices, with facilitated conversations to ensure the plan was informed by input from staff and external partners. The first phase of ODOE’s strategic planning process was to “get clear” through a combination of consultant research, internal staff engagement, and external stakeholder outreach. Phase 1 involved the creation of an internal cross-divisional Strategic Planning Committee made up of staff and managers from different divisions, sections, and teams in the agency.

Phase 1 culminated in the adoption of a vision, mission, position, and value statements:

VISION

What is the ideal future state we are trying to create? *This statement is the “why” behind our work and the future we want to create.*

A safe, equitable, clean, and sustainable future.

MISSION

What is our purpose? What are we here to make happen? *This statement is the “what” of ODOE’s specific work to make the future in our vision statement happen.*

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.

POSITION

What unique and sustainable value do we deliver, where do we deliver, and for whom? *This statement is the “how” of our work.*

On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- **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](#).

VALUES

What are the fundamental beliefs we demonstrate in our work each day, that shape how we work together, and serve our mission?

- **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.**

While the clarity elements of the strategic plan in Phase 1 helped ODOE articulate who we are and what we do, phase 2 involved establishing the **imperatives** (also known as focus areas), **objectives**, and **initiatives** to focus actions over four years to improve our agency and meet our mission more effectively.

STATUS AND PROGRESS ON IMPERATIVES

Below are ODOE's five strategic plan imperatives and their associated measurable objectives, alongside highlights of associated initiatives implementation.

IMPERATIVE 1:

Expand and Improve Stakeholder Engagement

The intent of this imperative was to create a more inclusive and coordinated discussion about energy challenges and solutions. This imperative acknowledged that the costs and benefits of Oregon's energy system have not always been equitably distributed, and in particular, there are historically and currently underserved populations and communities that must be better represented in agency decision-making. It sought to ensure that all Oregonians can feel their voice is heard and that they can participate in determining our energy future. Through this imperative, we considered and developed new partnership models and approaches beyond transactional relationships. We have focused on listening, convening, facilitating conversations, and following up. We have invested in better understanding communities' needs and the impacts of current policies and programs on communities across the state.

A key action taken early on to make progress on this imperative was to establish a Strategic Engagement Team in the Director's Office to centralize key positions that focus on ODOE's external relationships. SET works with ODOE programs to expand and support external engagement and strategy in ODOE's work, to create a more inclusive and coordinated discussion about energy challenges and solutions, and to better understand communities' needs and the impacts of energy policies and programs on communities. Over the course of the strategic plan, the SET team grew from three to five people, plus a contractor.

IMPERATIVE 1 OBJECTIVE: Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards.



Status: Complete

ODOE frequently engages with people who are interested in having a say in the work that we do. ODOE has opportunities to appoint people to working groups or committees, share information about vacancy opportunities in Governor-appointed and Senate-confirmed boards and commissions, and consider more inclusive ways to facilitate or manage group meetings. The purpose of this objective was to ensure the agency is taking into account diverse perspectives and make an effort to hear from people whose voices have been left out in the past.

Over the last four years the agency has seen an increase in diversity, but work to increase diversity in agency advisory bodies should continue. We will need to measure the make-up of these groups, boards, committees, and commissions regularly to ensure that there is broad and diverse representation.

Challenges that we faced during implementation of this objective include both how to define and how to measure "diversity." Ultimately, this objective was adapted during implementation, as agency staff used demographic surveys and outreach to diverse parties to ensure there were opportunities for diverse perspectives to participate in ODOE advisory bodies. As described further below, surveys yielded low responses rates, but ODOE has adopted best practices developed through formation of recent advisory

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bodies that include using an interest form with questions about demographic information and support to participate.

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

 **Status: Complete**


This initiative had three basic parts: (1) baseline survey, (2) analysis, and (3) procedure changes. First, ODOE conducted a baseline survey with questions about experiences, representation, and demographic information with existing advisory bodies, including the Energy Facility Siting Council, the Oregon Global Warming Commission (now Oregon Climate Action Commission), the Energy Advisory Work Group, the Oregon Hanford Cleanup Board, and various rulemaking and programmatic advisory groups such as the Community Renewable Energy Grant Program Advisory Committee and the Division 50 nuclear waste advisory committee.

Although the baseline survey yielded low response rates, this first step did help the agency better understand the makeup of ODOE’s current boards, committees, and commissions, and allowed us to identify opportunities for more diverse representation in the future. For example, survey results showing that many of our existing members live in certain parts of the state drove us to better target recruitment efforts in other areas of the state that may be lacking in representation.

This approach helped inform a process change for how ODOE recruits new participants in its advisory bodies. The agency developed best practices that are intended to be broadly applicable to support information sharing and recruitment efforts for vacancies. These procedures include: using an easily accessible and translatable interest form (e.g. Microsoft Forms) that includes a question of whether potential members would need financial support to participate, as well as voluntary demographic questions about Tribal membership, income, race, disability, and geographic location to support diversity and balance across the group. These best practices will also be included in ODOE’s External Engagement Framework (described below) when finalized to further emphasize its importance to ODOE staff and managers.

The work of this initiative aligned closely with the Diversity, Equity, and Inclusion plan required as part of Governor Kotek’s “Agency Expectations” directives. The [DEI Implementation Plan and Strategic Approach](#) outlines additional activities the agency has taken to increase diverse perspectives.

IMPERATIVE 1 OBJECTIVE: Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities

 **Status: Complete**

This objective was difficult to measure, as ODOE did not start with a baseline and does not have a universal database that tracks and categorizes engagement with “historically and currently underserved populations and communities.” Instead, we focused on identifying organizations with whom we did not have a close working relationship and developing procedures for reaching out and engaging. In addition, the agency established and hired two new positions focusing on engagement and inclusion: a

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Community Navigator and a Community Equity and Inclusion Analyst. The Community Navigator Program engages with environmental justice communities, providing “front-door” support to navigate programs at ODOE. The program also helps local governments, tribal governments, public bodies, rural communities, and other environmental justice communities improve their effectiveness in meeting their energy goals through funding opportunities at the state, federal, utility, and local levels, as well as utility, NGO/foundation, and other programs for energy projects and capacity building. The Community Equity and Inclusion Analyst conducts research, collects information, and consults to provide advice to ODOE programs and teams about environmental justice, equity, and inclusion in the energy sector with a focus on requirements and policies in HB 4077 (2022), Environmental Justice Council, Racial Justice Council, federal Justice40 initiative, and ODOE’s Strategic Plan. ODOE has also been collecting and analyzing project- or program-specific data about engagement through state-funded incentive program development, Justice40 requirements in federally funded programs, and projects to develop legislatively directed policy reports.

New incentive programs at the agency and increased federal funding provided opportunities to engage with new organizations. For example, ODOE formed an Environmental Justice Leaders Workgroup in partnership with the Coalition of Communities of Color to create a forum for representatives of EJ and organizations serving disadvantaged communities to learn about and discuss funding and programs that can help to address their communities’ needs. In addition, ODOE piloted a new partnership with the University of Oregon’s RARE (Resource Assistance for Rural Environments) program in 2021 to work with the RAREs that are placed in rural communities across the state. ODOE is hosting our third RARE member to support rural communities in our work in 2024-2025. Each RARE member has had a different workplan that ranged from developing relationships in specific regions of the state to conducting analysis that will help ODOE better reach rural communities and provide better access to our programs. Finally, quarterly in-person visits with ODOE’s Director to each region of Oregon have helped to connect or further deepen relationships with Tribes, local governments, consumer-owned utilities, colleges and universities, and other community leaders.

While this objective is considered complete, it’s clear that the agency should continue to engage with these organizations and others to ensure that our work is equitably supporting Oregonians.

INITIATIVE: 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.



Status: Adapted

This initiative was adapted during implementation. We recognized that it was not practicable and would not be meaningful to develop one “plan” and “process” for all of ODOE, since our work and associated authorities and budgets differ by divisions, sections, and teams. The actions in service to this initiative have been transformational for the agency, including the establishment of a monthly Engagement Roundtable and bi-weekly Tribal Engagement Office Hours as well as the drafting of an Engagement Framework that emphasizes a consistent and inclusive path to engagement and centralizes templates, procedures, and other resources for ODOE programs and projects. The agency has a goal of finalizing the Engagement Framework in 2025 so that representatives of community-based organizations and environmental justice organizations, with financial support, can have time to review the draft and collaborate with ODOE in finalizing it. To

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create the draft, a group made up of staff from each section of the agency that are likely to be engaging externally worked through pilot projects and developed themes. The draft framework was also shared and discussed with an Equity Committee made up of representatives from other state energy offices (NASEO).

Since hiring the Community Equity and Inclusion Analyst, this body of work has moved to their responsibilities, and they reviewed and built upon the draft engagement framework. This initiative also aligns with the “Strategic Program Evaluations” initiative (under the fourth imperative, described further below), which included focused questions about equity and environmental justice that informed the draft Engagement Framework. Staff work to support our state-level environmental justice work with the [Environmental Justice Council](#), and Justice40/federal grants efforts also support the implementation of this initiative.

INITIATIVE: 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.

 **Status: Complete**

Tribes are particularly important partners in ODOE’s work, on everything from the siting of energy facilities to the protection of the Columbia River. Through this initiative, ODOE has expanded responsibilities and communication on tribal engagement internally and has developed best practices and protocols for outreach on issues of importance for Tribes.

Tribal engagement at ODOE lives in our Strategic Engagement Team, with the Associate Director for Strategic Engagement serving as ODOE’s official Tribal Liaison. However, agency practices and policies make clear that Tribal engagement is a responsibility of many in the agency, not just one person. During the strategic planning period, ODOE brought on new staff with Tribal engagement responsibilities: a Community Navigator and Community Equity and Inclusion Analyst. The Community Navigator is focused on helping environmental justice communities, including Tribal Governments, improve their ability to meet their own energy goals by connecting them to technical resources and funding opportunities at the state, federal, utility, and local levels, as well as utility and NGOs/foundations. During quarterly in-person visits to different regions of the states, the group prioritized meeting in-person with Tribal Councils and/or staff where possible. Meetings with Tribes included: Burns Paiute Tribe, Confederated Tribes of the Umatilla Indian Reservation, Confederated Tribes of the Warm Springs Reservation, Cow Creek Band of Umpqua Tribe of Indians, Coquille Indian Tribe, and Klamath Tribes led to important knowledge sharing and follow-up to support needs communicated during the meetings.

The Strategic Engagement Team has also shared responsibility across multiple team members to attend, document, and follow up with relevant program staff after key Tribal engagements, including meetings of the Legislative Commission on Indian Services and Government-to-Government meetings on cultural and natural resources. This shared engagement by SET facilitates the agency’s ability to make connections between ODOE’s work and the interest of Tribes. This internal coordination has also been supported by the creation of “Tribal Engagement Office Hours,” which are scheduled every other week. These office hours create a dedicated cross-divisional and cross-section space for information sharing, learning, and to improve ODOE’s

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Tribal engagement as programs or projects are reaching out for feedback from Tribes. At each office hours meeting, we discuss: Which projects/programs are currently (or soon planning) reaching out to which Tribes for feedback and engagement? Which tribal staff have responded to you that other ODOE staff might try to reach? Are there opportunities to combine outreach or requests (flyers, letters, phone calls, visits, etc.) to a Tribe? Through our monthly Engagement Roundtable surveys and discussions, we had seen Tribal engagement come up again and again as a place where staff needs support to make sure their program is reaching Tribes in accordance with [ODOE's Policy on Tribal/State Relations](#) (and ORS 182.162-168).

In service of this initiative, the agency has also incorporated a best practice of having the director send a formal notification letter to the Chairs of the nine federally recognized Tribes to invite input about decisions related to rulemaking, state or federal funding opportunities, energy facility projects, and major policy analysis, recommendations, and reports.

IMPERATIVE 1 OBJECTIVE: Year-over-year increase in the external use of agency produced reports, studies, and presentations.



Status: Complete

This objective measures how well ODOE is doing in our engagement efforts by looking at whether our work is used by external partners and the public. Our goal with this objective is to make sure that we are producing reports, studies, and presentations that provide value to Oregonians. Expanded and enhanced stakeholder engagement, specifically through implementation of the initiatives below, have helped to inform these products, making them more responsive to the needs of our stakeholders and the public. Usage is measured and tracked by indicators such as downloads, website visits, attendance at events, citations in the media or by organizations, and invitations for legislative testimony.

The past four years have clearly shown an increase in the external use of agency products. ODOE's Communications Team regularly reviews website usage data and tracks social media followers as part of its regular workflow. Media mentions have increased year-over-year: 97 in 2021; 217 in 2022; 190 in 2023; and 183 in 2024. There has also been a steady increase in social media followers: 4,790 in 2020; 5,541 in 2021; 6,307 in 2022; 7,227 in 2023; and 8,153 in 2024. ODOE's podcast, [Grounded](#), has 46 episodes and steady streaming numbers over the years, including more than 1,500 episode listens following a 2024 podcast reboot with a new host. While website tracking is temporarily offline for ODOE's main website, there have been increases in website visits across platforms. ODOE's interactive tools and dashboards and information about state- and federally funded incentive programs have the most visits. There is also an increase in clicks for ODOE studies and policy reports, such as the Biennial Energy Report and Biennial Zero Emission Vehicle Report.

ODOE has used the metric of the number of legislative presentations that ODOE is invited to give as a way to track how valuable the legislature finds ODOE's work and products. ODOE participated in 12 legislative presentations in 2021, 13 in 2022, 21 in 2023, and 10 in 2024.

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



Status: Complete

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ODOE started implementing this initiative by assessing what we already knew about external entities and their needs. The Strategic Engagement Team had conversations with program staff who work with external entities to inform this assessment. Through this effort, we determined that there are some external organizations with whom we need to develop a stronger working relationship and that early research – before a request or ask for feedback – can help make our outreach more tailored to the needs and goals of those organizations.

Three main activities have supported the implementation of this initiative. First, as described above, the Community Navigator Program identifies and seeks to support the needs and priorities of Environmental Justice Communities, with a focus on rural communities, Tribal communities, coastal communities, and communities with limited infrastructure. In addition, the Community Equity and Inclusion Analyst has worked with the Environmental Justice Leaders Workgroup to support conversations on how to best serve community needs and priorities in federal funding, policy, and other programs.

Second, agency staff working on specific projects have also been revising their processes to incorporate efforts to understand needs and priorities before requesting feedback and input. One example can be found in the development of the Oregon Energy Strategy, which has created advisory group and working groups to surface needs, priorities, and policy ideas to ensure a diverse and balanced range of experiences and perspectives are helping to shape the strategy.

Finally, the Strategic Engagement Team has developed a practice of hosting at least two check-in meetings each year with key organizations that are involved with several programs and projects across the agency. These check-in meetings are typically scheduled before and right after legislative session with a focus on listening for priorities and needs and connecting to ODOE's programs or legislative work.

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



Status: Complete

The creation of the Strategic Engagement Team at ODOE was pivotal to the success of this initiative. A group of people within the organization dedicated to engaging with community partners, interested parties, and legislators significantly increased the agency's capacity to engage with outside entities.

ODOE also used this initiative as an opportunity for agency staff in program areas and subject matter experts to strengthen their capacity to engage with stakeholders. This initiative was adapted during implementation. At first, specific staff were assigned external organizations to track and share information and updates internally. One example was a "COU Liaison" who demonstrated success in building knowledge and understanding about issues of concern as well as being a resource to consumer-owned utilities in navigating where to find support or information from ODOE's programs. This example did not translate to the high number of external organizations that ODOE works with; ODOE is not staffed or resourced to the degree to allow for such dedicated liaisons. Instead, a staff team analyzed external organizations that

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ODOE works with most and created procedures and best practices around meeting preparation, learning about organizations in advance, and taking notes, sharing information, and following up on conversations.

SET also worked with this team to create the monthly Engagement Roundtable where staff could be better equipped with enough information to connect external organizations with specific staff or programs to address their questions or interests. The monthly internal Engagement Roundtable has been meeting since 2023 to share information and address questions with staff who have recently engaged with external organizations about specific projects, program design, program administration, or rulemakings. The roundtable is a partnership between SET and the various program staff that work with external organizations. This forum allows ODOE to better understand the positions or needs of our external partners and to coordinate outreach to help remove redundancy and duplication of efforts. It also supports staff in problem-solving barriers or challenges in getting feedback or working with external organizations. As described above, SET continues to hold policy discussions with key stakeholders that are aligned with the rhythm of legislative sessions to learn about key priorities and needs. The Community Navigator Program, housed in SET, is often involved with in-person events to learn about needs and goals of local governments, tribal governments, and environmental justice communities to connect them to technical and financial resources.

Imperative 2:

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 clean energy transition. We acknowledged early in the strategic planning process that diversity, equity, and inclusion need to be at its core if we are to help address the energy needs of Oregon's diverse communities and become a better partner. We know that we still have a lot of work to do to build trust and develop relationships that will enable us to meaningfully engage with diverse communities across the state. This work must be done in partnership with underserved communities. This imperative underscored the opportunity for ODOE to examine our programs, processes, and practices to measure our impact across the state with a focus on historically and currently underserved populations and communities.

IMPERATIVE 2 OBJECTIVE: Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color



Status: Complete

Our ability to deliver on our mission and ensure that all communities can participate in and benefit from a sustainable energy future is bolstered by tapping into the talents of not only our community partners but also a diverse workforce. This involves building an inclusive and diverse agency, reflective of the Oregonians we serve. The increased engagement with historically and currently underserved communities achieved in the previous imperative has supported this effort as well. Our hope is that actions that we take to help build a more diverse candidate pool for ODOE jobs will also increase diversity in the rest of the energy field.

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ODOE is able to measure this objective by working with ODOE's Human Resources section to analyze information from Workday (the state's hiring platform) on the demographic information submitted by job applicants. The percentage of agency job applicants identifying as Black, Indigenous, and People of Color increased during the period of the strategic plan; in 2019 19.6% applicants identified as BIPOC and in 2024, it was 35%. In addition to work undertaken pursuant to the initiatives below, key actions that have allowed for this increase to occur include updating position descriptions to include Diversity, Equity, and Inclusion principles and strategies, using a virtual interview process to reduce barriers to participation, targeted recruitment outreach, and reviewing and removing potential bias in desired attributes and interview questions to better align with business needs of the position. We have also adopted the best practice of including language in job postings encouraging people to apply even if they're not entirely sure they meet all the qualifications.

INITIATIVE: 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.

 **Status: Complete**

One way to increase diverse job applicants at ODOE and help build a more diverse network of ODOE and energy industry employees is to provide accessible and meaningful internship experiences. ODOE has a long history of supporting internship opportunities. They have provided benefits for ODOE, undertaking projects such as producing web-based interactive maps depicting energy use in state-owned facilities, creating maps of Oregon energy facilities, providing data analysis and visualization to update the agency's Electric Vehicle Dashboard, developing a guidebook for school districts interested in electric school buses, compiling and analyzing data and study results related to sediment samples from the Columbia River, supporting efforts to expand the outreach efforts and diversity of our internship program, performing analysis and research for product energy efficiency standards, and conducting research to update and improve the Oregon Fuel Action Plan.

Over the strategic planning years, we've hosted 13 interns in various roles. ODOE actively collaborates to encourage hosting interns, highlighting career opportunities and the value of working at ODOE during outreach efforts. These initiatives aim to inspire future energy professionals while strengthening our connections to future generations of talent. Acknowledging that paid internships remove financial barriers and provide equal access to opportunities for students and professionals from diverse socioeconomic backgrounds, in the last two budget cycles, ODOE has requested funding to allow for paid internships. While these requests have not been funded, ODOE remains committed to advocating for funding to support paid internships, understanding the importance of offering these opportunities to attract a more diverse talent pool. In addition, we have enhanced our internship program by supporting college credit opportunities. We actively advertise this benefit, collaborate with colleges and universities to establish and enter into agreements, and supervisors are trained on the unique terms of each agreement. Supervisors provide performance evaluations and Human Resources ensures that evaluations are substantive, timely, and meet the specific requirements of each college or university. These efforts remove barriers for students who might not otherwise participate, promoting greater access and inclusivity.

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IMPERATIVE 2 OBJECTIVE: Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs and services.

 **Status: Complete**

An earlier objective sought to increase use of ODOE products; this objective focused specifically on populations that have not benefited equally from energy programs and services at ODOE and beyond. Among ODOE's core values is that we aspire to be inclusive and equitable in our work, and the initiatives under this objective were designed to increase our ability to equitably serve Oregonians.


ODOE has seen an increase in the number of underserved populations served, as measured through a proxy of the increased number of programs at the agency that specifically target these communities. Because ODOE has not traditionally collected demographic data on the populations that we serve, it was difficult to measure success with this objective. Work done to gather demographic data under the following imperative has helped support this objective but the sample size is not large and we haven't been collecting data long enough to support a year-over-year measurement. Starting in 2019 with the Solar + Storage Rebate Program, the legislature added incentive programs at ODOE that provide a target or set-aside for low-income and environmental justice communities. ODOE has met and exceeded the statutory requirements for targeting funds to these communities in each of the new programs. Programs supported with federal funding from the IJA and IRA also contribute to achieving this objective as ODOE complies with the Biden-Harris administration's Justice40 initiative requiring that at least 40 percent of the benefits of the funding flow through to disadvantaged communities.

ODOE has also worked directly with underserved communities in designing programs to ensure that they are accessible and supportive of the targeted populations. An example is the Environmental Justice Leaders Workgroup that ODOE created in 2023 with the Coalition of Communities of Color. Among other activities, the workgroup is helping to inform implementation of a Solar for All program funded by U.S. EPA through a competitive grant. ODOE led a coalition with Bonneville Environmental Foundation and Energy Trust of Oregon in applying for the competitive grant, which was awarded in Spring 2024 and will build on existing programs to better serve low-income and disadvantaged communities. Another example is the Community Heat Pump Deployment Program, which partners with Tribal and regional administrators to distribute heat pump funding. Finally, in 2021 ODOE launched the Oregon Rural Energy Assistance Program, which focuses on rural parts of the state to financially support energy audits for agricultural operations or rural small businesses.

Outside of specific programs, the regular check-ins that SET organizes before and after key milestones like legislative sessions and budget development also support this objective by including groups that focus on DEI in the energy and climate change space. These check-ins help ODOE understand the issues of most importance to these organizations and populations.

Although this objective has been achieved, ODOE acknowledges that more work is necessary to ensure that all Oregonians are benefiting equitably from the work that we do.

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

 **Status: Adapted**

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This initiative was adapted to align with Governor’s Kotek’s agency expectations and ODOE’s publication of the agency’s DEI Implementation Plan and Strategic Approach. This provides the agency with a structured framework and set of goals that guide and prioritize our efforts to embed diversity, equity, and inclusion initiatives, and ensure a systematic and intentional approach to fostering an inclusive culture and equitable outcomes. The development of the DEI Implementation Plan and Strategic Approach did not involve feedback from historically and currently underserved populations and communities. Instead, the partnership with these populations will occur through the development of the “Engagement Framework” described earlier, and ODOE will continue to embed diversity, equity, and inclusion into our agency operations.

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

 **Status: Complete**

Part of serving diverse communities means working together to identify inclusive and effective communication pathways and resources. Through this initiative, ODOE has focused efforts on multi-lingual communications, including ensuring grant and rebate applications are translatable and translating our agency strategic plan into languages that are most often spoken in Oregon homes in addition to English. ODOE provides paper and PDF flyers, brochures, applications, and other materials available in additional languages; for example, an ODOE general information brochure is in five languages, Hanford brochures are in English and Spanish (including copies available onsite in the Boardman area), and information on other incentive programs is offered in English and Spanish.

To increase accessibility to energy topics for young people, ODOE has also created materials for young Oregonians to learn about energy, including energy science projects and a custom Oregon energy activity book (available in English and Spanish).

ODOE has also increased efforts to strengthen visual accessibility in products, including a focus on contrasting colors in graphics as well as detailed labels for charts and graphs. In recent reports, the agency has also ensured images and graphics in PDFs and online have alt text embedded to describe the image through screen reader software.

The agency’s website and blog have built-in translation capabilities, and ODOE’s virtual meeting platforms also allow for live translation captioning. Staff has explored live interpretation services for in-person meetings, and identified a potential company that can provide these services and has a price agreement with the state. Staff are working to complete an inventory of agency and state-wide enterprise accessibility efforts.

Finally, ODOE has explored additional accessible features to share information, such as the agency’s [Grounded](#) podcast for Oregonians who like to learn by listening. ODOE has also developed video explanations for processes or tools, such as a video explanation (with optional closed captions) of the [Type A amendment process for energy facility siting](#), a [verbal explanation of Oregon’s energy flow](#) (also known as the Sankey) for the *Biennial Energy Report*, a [how-to video on navigating the electricity resource mix dashboard](#), and others.

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IMPERATIVE 2 OBJECTIVE: Increase agency Diversity, Equity, and Inclusion awareness and fluency

Status: Complete

As a State of Oregon agency, we are committed to creating a work environment that allows every individual the opportunity to reach their full potential as a state employee. We acknowledge that DEI fluency is a journey, and each of us has room for continuous improvement and learning. This objective focused on embracing DEI in our own agency operations. Competency and fluency include building life-long cultural awareness, knowledge, skill, and encounters so we can work effectively and equitably with diverse individuals and groups.

While there will need to be reinforcement and additional actions over time, there are several key actions that have enabled ODOE to increase DEI awareness and fluency and call this objective complete. In addition to the assessments and trainings described below, ODOE's Human Resources team has supported other inclusive workplace strategies to support this objective, which have been integrated into several parts of the agency. For example, ODOE has committed to DEI principles by incorporating them into employee communications and meetings. Quarterly performance accountability feedback meetings for managers include discussions of how they are applying DEI into their daily activities. As described above, knowing that many students are unable to take on an unpaid internship, ODOE has been seeking funds to provide for paid internship opportunities. In addition to providing an accommodation when asked, the agency looks for ways to ensure people with disabilities can participate in ODOE events and ODOE policies encourage remote work to reduce transportation barriers.

In ODOE's Agency Request Budget for 2025-2027 and included in the Governor's Recommended Budget, we are seeking position authority and funding to add a Diversity, Equity, and Inclusion specialist to the Human Resources Team to increase the agency's capacity in this area. The new position would ensure integration of DEI initiatives into hiring, training, employee affinity and engagement, and policy development. This will facilitate inclusive practices, foster diversity, address systemic biases, and ensure a workplace culture that values equity and embraces the contributions of individuals from diverse backgrounds.

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

Status: Complete

In July 2021, the agency launched this initiative by administering an individualized questionnaire designed to help employees identify their own unconscious bias in the workplace and develop cultural competency for creating an inclusive workplace. This assessment provided the Human Resources team with crucial information on where employees are in their DEI journeys and where trainings could increase employee knowledge, awareness, and skills. This also helped inform the agency's budget request for an additional staff person to facilitate these trainings.

ODOE has strongly supported staff participation in DEI training and development, offering employees the opportunity to attend 26 DEI-focused courses during this time. Building on this foundation, the agency is collaborating with staff to expand professional development, with HR playing a key role in identifying and promoting additional training options. In response to

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valuable feedback from town hall meetings and succession planning efforts, ODOE launched four dynamic workgroups known as "Innovation Labs" in 2024. Two of these labs will support continued progress towards DEI awareness and fluency. The "Skill Share Squad" will enhance expertise, foster transformative cross-training experiences, and provide a collaborative space for knowledge exchange, including topics centered on DEI. Additionally, the "Equity & Inclusion Expedition" group brings together a team of staff members to champion equity, inclusion, and belonging throughout the agency.

While this initiative is considered complete, ODOE leadership acknowledges that continued trainings and opportunities for growth in diversity, equity, inclusion, and belonging would benefit employees and the agency. We are hopeful that additional capacity through a dedicated staff person, depending on the outcome of the 2025 session and budget process, will facilitate continued progress in this area.

Imperative 3:

Enhance Organizational Data Capabilities

This imperative was focused on the agency's ability to be a "central repository of energy data, information, and analysis" by strengthening our skills, systems, and structure for research, working with data providers, vetting analytical assumptions, and producing unbiased data and information that can serve as a foundation for the agency and for public use. Not only is providing data analysis and information one of ODOE's key statutory responsibilities, it was also identified by staff and stakeholders as an important ODOE service during outreach to inform our strategic plan. This imperative has helped the agency produce better reports, more quickly and accurately answer questions, and provide trusted, unbiased information that informs conversations, helps solve problems, provides educational resources, and supports program administration.

ODOE made significant progress on the initiatives for this imperative and has enhanced its data capabilities over the last four years. We strengthened our capabilities by bringing on a research analyst and a GIS specialist in the Planning and Innovation division; they bring skills to the agency that help examine energy systems, resources, assets, and usage patterns to develop valuable analysis of, and relationships between, energy systems. The development and production of recent agency reports such as the Biennial Energy Report and the Biennial Zero Emission Vehicle Report have included better data quality standards and more automated platforms for updating data from specific sources. Numerous agency projects, such as the Electric Vehicle Dashboard and the Biennial Energy Report history timeline incorporated new and enhanced data visualization efforts.

An [ODOE IT strategic plan](#), submitted to DAS CIO as part of meeting Governor Kotek's agency expectations, ensures that ODOE's IT section aligns with ODOE's strategic plan as well as enterprise-wide initiatives on data quality and improving access and availability of data.

IMPERATIVE 3 OBJECTIVE: 100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools.



Status: Complete

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While considering how to enhance organizational data capabilities, the agency recognized that a suite of standardized methodologies, tools, and practices will ensure that our work is supported by data and contribute to ODOE being trusted, fair, knowledgeable, transparent, professional, and credible. Standardized approaches also provide efficiency by saving staff time, and allow for investments in staff training and data visualization and analysis tools that enable the agency to produce more data-driven products. This objective sought to ensure these practices are commonplace at ODOE.

The agency is now using standardized agency data methodologies for specific products, including for studies and reports, online resources, tools, and to report on program performance. This effort inspired a cultural change at ODOE, where staff share a common understanding of what drives credible and robust data and a more sophisticated data management approach. The data ODOE works with and the reporting needs for different agency work products vary not only across agency work products, but also as energy interests and expectations for information evolve.

INITIATIVE: Establish and internally communicate agency data standards and tools



Status: Adapted

A first step in the objective above involved establishing and internally communicating agency data standards and tools. Data standards and tools had been developed to achieve the objectives of a diverse group of projects and programs at the agency. This diversity created a challenge, because an agency-wide standard would be cumbersome to develop and implement. Further, for many programs, the existing standards and practices consistently produced quality results, and creating and applying a one-size-fits-all would have led to inefficient staff time and resources where it might not have been needed. Therefore, this initiative was adapted to focus on designing and communicating data standards and tools for projects where there was a gap in consistent and clear data management protocols and practices.

The agency assessed all data-driven activities to understand where programs or projects would benefit from a standardized data management protocol. In 2022/2023, the agency research analyst specializing in data management practices and tools interviewed all staff who work with data to assess what data sets were used, where they were stored, how they were used in agency deliverables, and how the data was validated. The findings set the baseline for the objective above by requiring the agency to determine which agency products require use of data standards, and to review the different practices used to ensure the data was accurate, that calculations were defined, and that information about the data was documented. This was used to develop data management practices as a part of individual project planning documents.

Agency deliverables developed by multiple staff members showed the highest level of variability and inconsistency in data management. These were primarily found in large agency reports, such as the Biennial Energy Report and Biennial Zero Emission Vehicle Report, which are created by multiple contributing authors and data analysts. Existing programs and workstreams with a single accountable staff member had documented data management and review practices that were more consistent.

The assessment identified a number of key gaps that needed to be filled to standardize data management for these large, multi-contributor reports, including:

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- A project manager or lead who would be responsible for communicating data management practices and ensuring these practices are applied.
- Consistency in data sources, especially those used across different reports, such as Oregon population data.
- A centralized place for project work, including drafts, bibliographies, reviews, data sets, and visualizations.
- An established process for drafting, reviews, updates, data validation, and fact checking.
- An established, traceable process for validating numerical data.

This assessment informed the development of roles and responsibilities for large agency reports, including identifying personnel responsible for overall data management. An example is the 2022 Biennial Energy Report, which had an established project manager, but for which we also assigned responsibility for data management to the agency's research analyst. In the development of that and the subsequent report, this person created a centralized location for data storage, a process for data collection, analysis, documentation, and a traceable system for documenting data validation and approvals.

The Biennial Energy Report and Biennial Zero Emission Vehicle Report now have an assigned project manager, content coordinator, and data coordinator. The data coordinator provides training at the beginning of the report development for all contributors. This includes designating common data sources to be used, where data will be stored, the process for visualizing the information, a data validation process, and a data visualization process. The coordinator also provides oversight throughout the project to ensure standards and protocols are met.

One of the most effective protocols developed for this initiative is the automation of data collection for many of the agency's reports and energy information dashboards. Introducing automated procedures has reduced staff time for data collection and cleaning, and minimized the risk of errors. It has also ensured more consistent use of data sources. Because many of the data sources ODOE uses are produced annually, and can be updated if errors are found, the automated data pulled into the agency for use will ensure all users are working with the same data.

ODOE will continue to work on additional data management processes to further strengthen this initiative's efforts. Next steps include developing a standardized process for assessing the efficacy of new data sets, training on data equity and adopting more equitable data practices, and extending training on data management practices outside of the primary data management teams.

INITIATIVE: Assess and enhance agency data management roles, responsibilities, and internal structures



Status: Complete

The addition of new programs and projects at ODOE gave the agency an opportunity to evaluate existing roles and responsibilities, as well as where gaps in capacity might impede progress on new assignments from the legislature. For the initiative, the agency looked specifically at data strategies, management, and governance; data collection, transformation, storage, and output to

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and from the agency; data processing and analysis techniques, capabilities, and tools; and data visualization, reporting, and end-user functionality.

In 2021, the agency launched this initiative by reviewing existing roles and structure, data governance processes, Chief Data Office requirements, and agency data-dependent work products, and discussed the ideal governance structure. In the first quarter of 2022, the agency revised the data governance charter and established an independent data oversight team. In early 2023, under DAS's guidance, ODOE decided to reform the governing bodies that oversee the IT functions at the agency, condensing these down to one IT Governance Committee and establishing a data work group, which is tasked with identifying data sets of interest throughout the agency or external to the agency; validating data quality in new or existing data sets; identifying critical data set metadata, processes, and procedures; and identifying how critical data sets are presented (charts and graphs, widgets, tabular data, data sources, etc.).

Development of ODOE's [IT Strategic Plan](#) articulated a guiding principle for the IT team on documentation and standardization. A key goal of the IT strategic plan is to drive operational efficiency and deliver data-driven insight. To achieve this goal, the IT team will use existing technology to streamline the data lifecycle and provide robust data pipelines for analysis and visualization to ODOE staff. The IT Strategic Plan will further enhance data quality assurance so that each data set goes through a series of validation steps to ensure that only high-quality data is stored and served from our data warehouse, as well as provide improved access and availability of data so the agency's internal data customers have easy access.

IMPERATIVE 3 OBJECTIVE: Year-over-year increase in collection, review, and analysis of data



Status: Complete

ODOE serves as a central repository of data, so data collection and analysis are a key part of our work. Much of the data we use are secondary sources data, collected by partners such as the U.S. Department of Energy's Energy Information Administration, and used in various agency reports and analysis. ODOE also collects its own data, including from incentive programs at the agency that provide grants and rebates to individuals, businesses, and communities. The program data help the agency identify who we are serving and how to ensure that we provide services equitably to all Oregonians.

While ODOE staff struggled with metrics on this objective – it is difficult to track specific numbers for year-over-year increases – it's clear that ODOE has collected, reviewed, and analyzed more and new sources of data over the past four years. This has occurred through periodic reports such as the Biennial Energy Report and Biennial Zero Emission Vehicle Report, as well as data-driven projects such as the EV dashboard and EV mapping tool for consumer-owned utilities. Compliance with Justice40 requirements for federal funding has also led to an increase in focus on demographic data analysis to ensure 40 percent of the benefits of federal funding are going to disadvantaged communities.

A significant increase in data collection was U.S. Census Bureau data that the agency began using in 2021. Census data inform questions about energy choices and demographics, and ODOE first used this to assess the demographics of EV drivers in the state. This involved analyzing Census data in conjunction with EV registration data provided by ODOT, and required input from the Data Governance and Strategic Engagement teams to fully vet and determine its usefulness. The agency also used Census data to support updated County Profiles in the 2024 Biennial Energy Report.

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ODOE's IT Strategic Plan supports this objective through its effort to create an agency-wide data warehouse to make reporting easier, a governance framework for bringing in new data sets so that all the data is catalogued and easy to maintain, automation of key data ingestion processes and visualizations for various reports, documented IT procedures for maintaining existing and establishing new pipelines to ensure quick data turnaround and ease of maintenance, and user guides and training resources for consumers of the data so that users are empowered. ODOE expects to migrate to a newer SharePoint system and improve functionality in Dynamics (a customer relationship management system). This work will facilitate easier data sharing and tracking.

In addition, the development of the Energy Security Plan, Energy Strategy, Transformational Integrated Greenhouse Gas Emissions Reduction (TIGHGER) 2.0 Study, State & Natural Working Lands Carbon Inventory, and Building Performance Standard Program will be using and producing new data sets that the agency will need to determine how best to use for reports, webpages, dashboards, and other products.

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

Status: Complete

Efforts around this initiative have helped ensure data and data-driven information is more accessible and useful to the public and our stakeholders. Through training and new hires, ODOE staff have added and strengthened data analysis and visualization skills so the agency can produce interactive, value-add products, such as external data dashboards. Trained staff can dive deeper and provide unique data analysis and reporting – a value that we heard is important to internal and external stakeholders during our strategic plan development. This initiative's work was also informed by lessons learned from ODOE's imperative around expanding and improving stakeholder engagement.

In ODOE's 2021-2023 biennial budget, the agency requested and received a research analyst position to increase our use of data sets and data visualization to inform and enhance work products, such as studies and reports. In 2024, the agency brought on a GIS analyst, which is helping the agency leverage technology and advanced analysis techniques to incorporate time and space into data visualizations and reports. These efforts will further help ODOE to inform energy policy discussions and programmatic goals.

Data science trends indicate geospatial data, data sets, and statistical analyses will be increasingly commonplace, and engagement with other data providers and resources will be dependent on GIS expertise at the agency. ODOE has heard from decision-makers, energy providers, community organizations, and other interested parties that energy-related analyses that can be presented as data dashboards, visualizations, and maps are easier to understand and more accessible for understanding Oregon's energy system. ODOE's current data dashboards and map tools — such as the [Electric Vehicle Dashboard](#), [Electricity Resource Mix](#), and [Solar Dashboard](#), as well as interactive maps to [Find Your Utility](#) and view [Energy Facility Siting Council-jurisdiction energy facilities](#) — are among the agency's most-visited webpages.

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In addition to bringing on new staff, the agency worked to enhance the knowledge of existing staff through training opportunities. For example, staff were trained in Power BI as the main agency tool for data analysis. The Siting Division also received training in GIS, which is enhancing their ability to make field observations when conducting site inspection. Internally, staff who create data visualizations offer individual training for agency experts interested in developing data-based visuals.

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

Status: Complete

This initiative aimed to look at datasets the agency uses to identify gaps and areas where additional data is needed. ODOE also reviewed existing datasets to ensure they remain relevant and support implementation of current state programs and priorities. Data that are no longer relevant or maintained are evaluated for archiving or removal.

As described above, ODOE's energy research analyst met with staff to assess the data sets and data management practices used across the agency. This assessment informed changes to data management practices that helped the agency improve the delivery of programs and deliverables. In 2023, ODOE leadership also incorporated this effort into the program evaluations that were being completed under imperative four, discussed more below. The program evaluations were modified to include questions for evaluators looking at what data is collected, where gaps exist, and how data supports each program.

One example of data process improvement is the development of the biennial report for the State Energy Efficient Design Program. The Program supports energy efficient design methods in state agency buildings. Staff collected and analyzed agency energy data using multiple complex Excel workbooks, which required significant staff time and had the potential for error due to the complexity of the spreadsheet calculations. In 2022, the SEED program analyst worked with data team members to move the data onto the Power BI platform. This program enables a simplified data import process and allows the user to develop automated processes for calculations and data reports. This change reduced staff time to produce the biennial report from months to weeks, while also improving data quality by reducing the likelihood of human error.

Staff also utilized Power BI to improve data management for the Oregon Solar + Storage Rebate Program. Staff used Power BI to assess and produce program reports. Staff developed an interface between the Power Clerk online application portal used by program participants and Power BI. This automated the data collection process, but also automatically provided customized reports for staff to use in assessing program performance. Staff regularly use these reports for program assessments, legislative reports, and public records requests. The use of Power BI ensured that all program staff are using a single source of data that is always current.

Another improvement from this process was a change to the reporting protocols for the agency's Electricity Resource Mix reporting. From 2020 through 2024, ODOE was delayed in reporting the electricity resource mix for the state due to some data availability challenges. ODOE conducted a root cause analysis in 2023 and found that the agency data collection for the mix had become duplicative of the Oregon Department of Environmental Quality's greenhouse gas reporting

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program. In 2024, ODOE changed the data collection and reporting process for the ERM data, using DEQ's data rather than requesting these from the multiple primary data holders. This led to a more efficient process, and helped bolster alignment in data reporting across these two agencies.

The lessons learned from assessing existing data practices have been used in the development of new data sets and programs. For example, the automated Power BI reports used for the OSSRP and SEED programs are being discussed for other existing programs, such as the Community Renewable Energy Program, and forthcoming programs, including the Solar for All, Home Efficiency Rebate Program, and Home Electrification and Appliance Rebate Program.

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

Status: Complete

One gap that we identified through the strategic planning process is demographic data about who ODOE serves. Through implementation of this initiative, we have identified barriers to collecting this type of data, which has provided staff with a better understanding of what data is available and, where possible, ideas about how to weave these data into current workflows and analysis. An example of this work includes the development of voluntary demographic surveys that the agency now sends to participants in our incentive programs. Information about who we are serving can help inform outreach and targeting strategies to ensure equitable delivery of our services

ODOE's programs are unique in how and when demographic data can be collected, in particular for programs where customers may not directly engage with ODOE. For example, Oregon Solar + Storage Rebate Program participants typically communicate directly with their solar contractor rather than ODOE staff, so the agency sends an optional online demographic survey after completion of a project rebate to understand who we are serving. Similarly, while demographic data is not required to be reported alongside ODOE's Key Performance Measure customer service survey, we ask for the information so we can better understand who is accessing ODOE programs and participating in public processes.

The agency has also begun collecting and working with demographic data from the U.S. Census Bureau to provide insight on how state energy policies are affecting Oregonians. In 2021, the agency downloaded the American Home Equity survey data to conduct an analysis of electric vehicle adoption rates for Oregonians living in single-family homes compared with those living in multi-unit buildings. It was also used to assess racial diversity of EV owners and whether these owners were more likely to own or rent their home. The agency also worked with the Department of Land Conservation & Development to assess EV adoption likelihood in urban, suburban, rural, and frontier areas of the state. In 2024, ODOE used this same data set to provide data for energy profiles for each Oregon county.

The passage of the IIJA and IRA and the Biden-Harris Justice40 requirements aligned well with this initiative. As a condition of receiving federal funding under these programs, ODOE is required to ensure that 40 percent of the benefits flow to disadvantaged communities. To comply with this requirement, ODOE staff must use demographic data to demonstrate the benefits are

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flowing to those communities. A partnership with the Coalition of Communities of Color on federal grant implementation has enabled ODOE to partner with environmental justice leaders across the state to help identify data and metrics for success in this area.

ODOE is also weaving demographic data into our work on the Oregon Energy Strategy, as directed by HB 3630. The agency is coordinating with an advisory group consisting of environmental justice and equity community representatives to develop five “energy wallets” that will showcase changes in the average energy costs for Oregonians living in these communities, based on an accompanying model of potential energy futures in the state. One of the strategy subcontractors is also helping to develop land use maps to provide information about how energy projects could intersect with land use designations, water resources, and other environmental or societal geospatial information. The contractor is also producing data on how energy choices affect health-related outcomes, including effects on local air quality using data provided by the Oregon Department of Environmental Quality.

ODOE staff have been collaborating with other natural resource agencies, DAS, Oregon State University’s Institute for Natural Resources, Portland State University’s Population Research Center, and the Environmental Justice Council on the development of an environmental justice mapping tool. As directed in [HB 4077](#), the purpose of this tool is to provide GIS information about environmental justice impacts and develop guidance for state agencies when adopting rules and policies. ODOE is looking forward to continuing to work with these partner agencies and organizations on the application of demographic data and equity analysis through the development of the mapping tool next year.

IMPERATIVE 3 OBJECTIVE: Year-over-year increase in data sharing relationships



Status: Complete

This objective measured data-sharing relationships and how ODOE identifies data partners and develops trusted relationships through which data is shared consistently and in a timely manner. ODOE does not generate or analyze vast amounts of primary data as it relates to its policy analysis and “think tank” role, but instead relies on and works with primary data holders. While this is a unique and needed role, it requires access to and understanding of authoritative data sources and systems. For statutorily or federally directed programs, ODOE generates data about people or organizations participating in those programs as well as the projects that they are pursuing. When ODOE is generating data, it is also important to make sure that the agency is sharing this information with relevant parties so referenced data is consistent and up to date.

ODOE has increased and improved data sharing relationships with state and private partners over the past four years. For example, there was strong interagency coordination and cooperation on the 2023 Biennial Zero Emission Vehicle Report and the 2022 and 2024 Biennial Energy Reports. ODOE’s development of the Energy Security Plan, which was published in the fall of 2024, involved close partnership with the Oregon Public Utility Commission as well as collection of data from private sector partners. In addition, ODOE has partnered with a range of organizations in pursuing federal funding applications. ODOE led a coalition with Energy Trust of Oregon and Bonneville Power Administration to submit an application for the competitive Solar for All grant. Oregon’s application was successful in part thanks to collaboration on program data to demonstrate how federal funds could extend program reach to support lower-income Oregonians in installing solar. Similar collaboration and data sharing among

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agencies led to another successful application for funds from U.S. EPA, which is bringing in \$197 million from the Climate Pollution Reduction Grant funds for activities at ODOE and other agencies that reduce greenhouse gas emissions.

As part of our consumer-owned utility electric vehicle mapping process, ODOE worked with Eugene Water & Electric Board, Emerald People's Utility District, Salem Electric Coop, Central Electric Coop, and the City of Ashland to develop maps of where EVs are charging on their systems. Utilities shared local distribution system GIS map layers for the agency to create the EV maps. The project began in 2020 and ODOE continues to work with new COUs who are interested in mapping. The agency also built on a data sharing project in 2019 with Portland General Electric and PacifiCorp to develop the Solar Dashboard by requesting additional data sets on other utility-owned electricity generation resources to develop a broader energy facilities dashboard, which ODOE is developing and anticipates publishing in 2025. ODOE also coordinated in 2024 with the Oregon Public Utility Commission to share the data behind their annual Oregon Utility Statistics book and additional utility service territory boundary information.

The agency worked with the Chief Data Office to provide data sets for ODOE's incentive programs, including Community Renewable Energy Grants, Wildfire Rebuilding, Schools programs, Community Heat Pump Deployment Program, Oregon Rental Home Heat Pump Program, and Solar + Storage Rebate Program for the state's Open Data Portal on the Transparency website. This data was uploaded to the Open Data Portal in 2024 (and should be available soon).

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



Status: Adapted

With so many entities active in the energy space, a first step toward increasing data sharing relationships is better understanding who has what data, who has authoritative roles and responsibilities, and how can we tap into an existing data sharing platforms or processes. As staff assessed this project, it became clear that a comprehensive assessment of energy data would be time-intensive and could lead to time spent collecting data that might not be used. Instead, ODOE approached this in a more targeted fashion by assessing data needed for specific projects and approaching data holders with specific requests. Where multiple projects are using the same data source, ODOE data staff are working to bring the full datasets in-house for staff to use.

An example of this is the OPUC's Oregon Utility Statistics book, which ODOE uses for the Biennial Energy Report, online county profiles, the Electricity Resource Mix, Alternative Fuel School Bus Cost Assessment tool, Electric Vehicle Dashboard, Consumer-Owned Utility Mapping Project, and the Solar Dashboard, among others. Over the last four years, staff identified this as a data source common to multiple projects and began working in 2024 with the OPUC to collect the full data behind each statistics book when it is published. Similarly, staff identified Oregon-specific data from the American Home Survey provided by the U.S. Census Bureau as informative to multiple projects.

In summer 2024, the agency worked with our technical contractor for the Oregon Energy Strategy to identify publicly available, Oregon-specific data sets as inputs for the model being developed. During this project, the agency conducted a thorough assessment of Oregon-specific

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energy data. This was compiled into tables that were shared through the agency's webpage. This is the most comprehensive list of energy data conducted at the agency.

There is value in better understanding the realm of private data sets that could be informative to the agency's work. Data holders are more likely to share that information if they know what the data will be used for, and what it should not be used for. This is best achieved when the agency can point to a specific project or program where the data will be used. This could mean the agency needs to create more space in project planning to consider what types of data sets might be helpful and establishing a communications and outreach plan to engage with data holders.

Imperative 4:

Modernize Agency Programs and Activities

With many agencies and organizations active in the energy field, ODOE's strategic plan proposed to clarify the agency's role and value. Under this imperative, ODOE worked to analyze our existing programs and activities to determine alignment with Oregon's energy goals and needs. ODOE made strong progress in analyzing its programs, but work remains to be done to use this analysis to identify redundancies and gaps and to propose options to fill unmet energy policy needs. These are activities that we will carry forward in the next strategic plan and through the development of the Oregon Energy Strategy.

IMPERATIVE 4 OBJECTIVE: 100% of ODOE programs and activities align with ODOE mission and position statements



Status: Complete

ODOE's programs and activities are the tools that ODOE applies toward achieving our mission, and it's important that each of them does so efficiently and effectively. The state's priorities have changed over time and it's critical to ensure that ODOE's programs are aligned with our mission and the state's priorities. Completing work on this objective will ensure that ODOE staff are spending time working on the programs and activities that have the greatest benefits to ODOE and the state. Two initiatives supported progress on this objective. ODOE completed action on one of them and partially completed action on the other.

INITIATIVE: Conduct a strategic evaluation of each program and activity



Status: Complete

This initiative seeks to build an understanding of how each of ODOE's programs help meet the agency's mission and the state's energy policy needs. In addition to ensuring that ODOE programs and activities align with ODOE's mission and position statements, the strategic evaluation is an opportunity for us to look at each of our programs to ensure they are meeting their intended purposes in the most efficient and effective way.

ODOE's programs and activities underwent numerous changes during the course of the strategic planning period. The legislature authorized new programs at ODOE in the 2021, 2022, and 2023

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legislative sessions. To ensure that this initiative accurately captured all of ODOE's programs and activities, ODOE staff delayed work on this initiative until 2022. In fall 2022, ODOE leadership analyzed ODOE's current work and developed a list of 35 programs that would be subject to strategic evaluation. These programs represent the work that ODOE does to achieve our statutory requirements and legislative direction. The list of programs evaluated does not include administrative support functions.

ODOE brought the draft list of programs and strategic evaluation criteria for advice and feedback to the Energy Advisory Work Group in October 2022. After incorporating feedback from the Group, ODOE staff and managers completed internal evaluations of each of the programs, answering a series of questions that aligned with the evaluation criteria. This set of criteria included describing how each program aligned with ODOE's mission and position. The exercise of evaluating and articulating how each program aligned with the mission helped clarify the objectives of each program for ODOE staff and management. It also provided staff with a greater understanding of connection and purpose to the agency's overall mission. The evaluations also identified numerous opportunities for improvements in efficiency and effectiveness that are continuing to be implemented.

INITIATIVE: 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

Status: In Progress

After the evaluations were completed by staff and reviewed by section managers, each evaluation was reviewed by multiple members of the leadership team, Strategic Engagement Team, the internal auditor, and the director. During the spring of 2024, program staff and managers began work to address questions and feedback from the reviewers. Evaluations found that programs were mostly aligned. In some cases, staff or reviewers identified minor adjustments to result in closer alignment and in many cases, program improvements and efficiencies were identified that are already being undertaken. In a few programs, larger questions were raised that will involve legislative or rulemaking activities, and these will take time to further analyze and realize. For example, in the evaluation of the State Energy Efficient Design program, staff identified that the new Building Performance Standards program passed by the legislature in 2023 makes part of the SEED program reporting redundant. ODOE was able to put forward a legislative concept for the 2025 session to eliminate parts of the SEED program that are also required by the new BPS requirements. This will streamline the process by removing redundant reporting requirements and benchmarking, making more efficient and effective use of state agency staff resources.

The results of the evaluations have been shared with ODOE leadership and discussed with EAWG. Further work to share outcomes more broadly is ongoing. ODOE anticipates identifying further changes to programs that will strengthen alignment and effectiveness.

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IMPERATIVE 4 OBJECTIVE: Complete assessment of ODOE work in the context of the state’s energy ecosystem to identify redundancies and gaps

Status: Incomplete

Through the evaluations completed under the first objective, it’s clear that ODOE’s programs and activities contribute to a safe, equitable, clean, and sustainable Oregon. However, it’s difficult to measure the state’s progress toward these outcomes and what impact the work of ODOE and others have in moving the needle. This objective involved working with others in the ecosystem to determine what the metrics are, what progress the state is making, and what state programs and organizations are contributing. This assessment will help identify redundancies and gaps to ensure the state can meet its goals.

Before starting work on the two initiatives described below, ODOE undertook an effort to better understand the different entities involved in the energy ecosystem. Internal discussions and mapping exercises resulted in resources for ODOE staff to help better understand the various experts, state and local agencies, Tribal and community organizations, advocacy groups, associations, and businesses involved in the energy sector. For example, the Strategic Engagement Team drafted a description of Oregon state agencies and their roles in energy, which was included as an [Energy 101 piece](#) in the 2022 Biennial Energy Report. Other efforts included the Engagement Roundtable and Tribal Engagement Office hours described in Imperative 1. These resources are helping ODOE staff, the legislature, and the public better understand roles and responsibilities at the state government level and where there may be areas of overlap.

ODOE anticipates continuing to assess ODOE’s work through the Oregon Energy Strategy, which will identify pathways toward achieving the state’s energy goals and objectives, and surface redundancies and gaps in policies and programs. The strategy will be grounded in an economywide model that determines anticipated energy demand and creates energy resources to meet that demand. The model is created largely based on existing energy policies, programs, and activities happening at the state. The modeling results will be completed by the end of 2024 and will serve as an assessment of Oregon’s energy landscape. Going forward, these results will inform discussions on energy policy recommendations that will be grounded in identifying existing and potential actions for the state to meet its energy objectives, including an understanding of what gaps need to be filled for the state to be successful.

INITIATIVE: 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)



Status: Complete

The intent of this initiative was to develop a method to help the state measure progress on energy. The Energy Advisory Work Group and other stakeholders gave feedback while ODOE was building our strategic plan that indicated they were interested in universally agreed-upon “energy priorities and objectives” in Oregon, in addition to numerous specific statutory, administrative, and agency-specific priorities and objectives that are directly or indirectly related to Oregon’s energy systems. ODOE planned to develop Key Energy Indicators to provide high-level insight into progress on these collective goals that could also include broader concepts that

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relate to energy policy, such as equity and sustainability. Some areas of ODOE's work already have indicators, laid out in statute or the agency's existing Key Performance Metrics. Others needed to be developed. Many of these indicators are broader than ODOE's programs and will help ODOE and the state determine whether existing programs and activities are effective.

In the fall of 2022, ODOE staff began compiling a comprehensive list of the state's energy and climate-related targets, goals, and objectives in Oregon's statutes and executive orders. Starting with this collection, staff developed a draft list of relevant indicators and brought it to the Energy Advisory Work Group in March 2024. The group engaged in a brainstorming session and provided ODOE staff with valuable feedback on options for measuring affordability, resilience, and economic health. They also discussed available data sets. ODOE sent out a survey to gather additional information from EAWG members later in the spring.

While drafting the 2024 Biennial Energy Report, ODOE staff created a list of Key Energy Indicators that were informed by discussions with EAWG. These KEIs will be fully vetted with partner agencies and finalized in the context of the state energy. Although this initiative is considered complete, the expectation is that these KEIs will be updated over time.

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

Status: In Progress

While not in formal list or dashboard format yet, many data points that will become Key Energy Indicators are already reported by ODOE on the agency's website, including electric vehicle adoption, solar installations, and Oregon's electricity mix.

While drafting the 2024 Biennial Energy Report, ODOE staff cross-walked the draft KEIs with information reported in the Energy By The Numbers section and [labeled the key data points](#) that we expect to formalize as Key Energy Indicators for Oregon. We expect to continue reporting on KEIs in future editions of the Biennial Energy Report, in addition to featuring KEIs in dashboards on ODOE's website.

INITIATIVE: 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.

Status: In Progress

There is still work to be done in identifying gaps and areas of overlap. The ODOE team determined that these conversations should happen after the state has an energy strategy and agreed-upon energy indicators. This way we can ensure that agencies are working effectively and efficiently to make progress on the strategy.

Imperative 5:

Optimize Organizational Efficiency and Impact

During phase one of strategic planning, our consultant Coraggio administered employee surveys that incorporated questions from the Gallup and other organizational performance systems to measure employee satisfaction and engagement, along with employee evaluation of organizational performance and processes. Coraggio found that ODOE could increase organizational efficacy and employee satisfaction through improved policies and processes, and greater direction on priorities and goals associated with the strategic plan. The strategic plan itself has addressed some of these issues, through the articulation of a clear mission and position statements. This imperative focuses on increasing efficiency and effectiveness, and reducing employee frustration by improving processes, communication, and staff recognition.

In January 2023, Governor Tina Kotek released a new set of expectations for state agencies to serve as guideposts for the administration. The Governor articulated that a core part of her vision for her term as governor is to improve customer service for Oregonians, including being more efficient, more effective, and creating systems that will empower public servants to deliver for Oregonians. ODOE was pleased that the Governor's vision aligned so closely with this imperative.

IMPERATIVE 5 OBJECTIVE: Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)



Status: Complete

One of the surveys that the Coraggio group administered to ODOE staff to help measure employee engagement was the Q12 Gallup survey, which is an industry standard and can serve as a proxy for employee morale, satisfaction, and involvement. This was an area of potential improvement for ODOE as identified by Coraggio. The 2019 survey showed a score of 3.79 (out of 5), which served as a benchmark for where we were at the start of the plan. The strategic plan envisioned repeating this survey on an annual or biennial basis to help us measure our progress toward an engaged workforce.

This is another area of direct alignment with Governor Kotek's agency expectations, and the state has begun using Gallup to measure employee engagement across the enterprise.

Because there was so much change in the agency between 2019 and 2021, ODOE waited until 2023 to complete a second Gallup Q12 survey. The scores in 2023 showed improvements from the 2019 score, with a 4.05 among permanent staff.

Actions taken under each of the initiatives described below have likely contributed to the success of this objective. The initiatives to improve employees' experiences in the workplace, as well as continuing improvements in internal processes that includes – in some cases – realigning responsibilities, have all improved employee engagement. As staff adjust and adapt to changing workstreams and the transition to remote work, continuous effort on the part of ODOE leadership will be necessary to maintain and improve scores.

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Initiative: Update and improve employee development and recognition plans and programs



Status: Complete

This initiative recognized that investing in employee development and recognition creates a learning culture where employees are motivated to learn new skills or refine existing skills, and a culture where employees feel heard and appreciated for their contributions. Under this initiative, the Human Resources section led an effort to update and improve employee development and recognition plans.

Succession planning is a critical component of employee development, ensuring business continuity and preparing ODOE for future needs. In alignment with Governor Kotek's agency expectations, which required each agency to have a succession plan in place by December 2023, the Human Resources section undertook a comprehensive, agency-wide effort. Over several months, HR conducted surveys of each staff member and developed guidelines for managers to use when engaging with their staff. These efforts ensured consistency and that each staff member's input was considered in the creation of ODOE's succession plan. ODOE's succession plan considered both current operations and the expanded programs and responsibilities assigned to the agency in the 2023 legislative session and through federal funding. To successfully implement the new and expanding work, we identified the need to leverage our current programmatic expertise and develop new capabilities. For 2024, the succession plan will incorporate insights from the ongoing efforts throughout the year. The Human Resources Section will continue refining the plan to address evolving needs, particularly in response to new and growing responsibilities.

In support of this initiative, the Human Resources section also focused on employee recognition and satisfaction. In October 2023, they hosted three Employee Engagement and Recognition Town Hall meetings to gather employee feedback on what engagement and recognition meant to them and how the agency could better support these areas. These forums provided staff an opportunity to share their ideas for improved engagement and recognition opportunities. The open nature of the discussions allowed for candid insights, and the feedback received was used to guide the agency's efforts to improve employee engagement and recognition going forward. Following feedback from these town hall meetings, the 2023 Gallup survey, and succession planning, ODOE launched four dynamic workgroups or Innovation Labs in the spring of 2024: Skill Share Squad (to enhance expertise, create transformative cross-training, and provide space for knowledge exchange), Equity & Inclusion Expedition (to explore how to increase equity, inclusion, and belonging at the agency), All-Staff Connection Crew (to improve staff collaboration), and Appreciation Ambassadors (to celebrate staff contributions to cultivate a culture of recognition and appreciation). All agency divisions are participating to ensure diverse perspectives are heard, and to promote equity and inclusivity. The labs have already fostered staff engagement on these issues and are anticipated to continue beyond the 2021-2024 strategic plan.

While this initiative is considered complete, ODOE recognizes the need for continued and sustained efforts to support employee development and recognition. In our 2025-2027 Agency Budget Request, and included in the Governor's Recommended Budget, ODOE requested funding and position authority for a learning and development specialist within ODOE's Human Resources team. This role will focus on

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identifying organizational challenges related to employee development, tailoring learning experiences to the unique needs of our workforce, bridging skills gaps and fostering a culture of continuous improvement. This targeted approach ensures that each employee receives relevant training that can maximize their potential and contribute to overall organizational excellence. The learning and development specialist will lead further succession planning efforts to identify and nurture talent for future leadership roles.

IMPERATIVE 5 OBJECTIVE: Increase “Efficient and effective processes & procedures” (Whole Systems Model) survey score to at least 3.5

Status: Incomplete

During the development of the strategic plan, Coraggio conducted an additional organizational survey during development of the Strategic Plan which is referred to as Whole Systems and based on a modified Galbraith model (industry standard for organizational development and effectiveness). The survey measured internal systems, organization, and communication and the results of the initial survey demonstrated that a lack of clear organizational goals and strategies was a foundational challenge for ODOE. Staff identified that internal and external processes and procedures were believed to be cumbersome, outdated, not consistently improved or communicated, documented, or challenged. After reviewing the results, the ODOE strategic planning committee decided to focus on increasing the “efficient and effective processes and procedures” part of the survey to help us measure the success of the imperative to optimize organizational efficiency and impact. This score was the lowest in the survey at 2.73 out of 5.

The 2019 Whole Systems Model survey score served as a benchmark of where the agency was. In addition to informing the development of the strategic plan initiatives, this survey was administered a second time, in 2023, to help measure progress toward improving efficiency and effectiveness of agency processes and procedures. In 2023, the same survey indicated an increase in the “efficient and effective operations” score to 3.36. While this was marked improvement, it did not reach the objective at 3.5

Many of the initiatives in this imperative, as well as the creation of the strategic plan itself, helped increase this score. In addition, efforts that the agency made to adapt as the COVID pandemic led to more remote work in some ways led to more efficiencies — while at the same time increased challenges around collaboration and communication. More efforts are underway as part of these initiatives and beyond that will continue to improve processes and procedures at the agency and hopefully lead to a higher score, should we administer the survey again. Two related initiatives are highlighted below.

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



Status: Complete

This initiative recognized that the ODOE staff who are involved in internal processes on a day-to-day basis are best positioned to have ideas on how to improve them. The agency hoped that creating internal action teams to identify and implement improvements would take advantage of the creativity and motivation of the staff to address inefficiencies and areas of frustration. The internal action teams were helpful in identifying process improvement opportunities; however, we learned that there were sometimes barriers to implementing those process improvements

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that required actions from decision-makers outside the agency. It was challenging to communicate that internally.

The agency began work on this initiative immediately by forming an action team to implement it. The team, led by the Finance and Operations section, held four staff town halls in the fall of 2021 to identify areas of focus for process improvements. The town halls identified seven areas of opportunity for improvement: procurement and payment processes, travel and training, signature authority, payroll, electronic document retention, budget development, and staff onboarding/offboarding. The action team reviewed the town hall suggestions and prioritized their top three areas: (1) Signature Authority, (2) Procurement, and (3) Travel/Training.

Internal action teams were then formed to make improvements in each of these priority areas. On signature authority, the requested improvements were to streamline the approval process and adjust authority levels accordingly. The requests for procurement improvements included training and more efficiencies in our internal processes to streamline contract requests and reduce the turnaround time. During the period in which ODOE staff were working on process improvements, the state enterprise launched OregonBuys for procurement and transitioned to Workday for payroll, so the ODOE team spent time reconciling these new systems with internal ODOE processes. The IT team is expecting to have a new platform in 2025, which will facilitate making many additional process improvements.

In part due to changing processes at the enterprise level affecting the other prioritized areas, the ODOE team decided to focus on making improvements to the travel and training process, which staff identified as cumbersome and unclear. The team developed new travel and training instructions and guidelines to help staff and began to work with the IT team on a new automated process to request and process travel and training requests and reimbursement. Due to capacity issues within the IT team, this effort is still in progress and is expected to roll out in 2025.

Agency leadership also continues to pursue process improvements in other areas identified during the town halls. For example, in 2021, the Siting division evaluated the siting process and eliminated the requirement for a site certificate holder to submit a paper copy of annual compliance plans. This elimination saved staff time as well as the time of developers. The accounting team improved processes for accounts receivable and payable and focused on rebuilding the internal approval system to process contracts and payments more efficiently. The HR team has made improvements in the recruitment process that have significantly reduced the average length of time to fill vacant or new positions. These actions positioned the agency well to comply with the Governor's expectation that agencies would fill positions within 50 days. ODOE has consistently come in well below that timeline, and in the most recent Oregon Agency Expectations Progress Report, ODOE achieved one of the shortest timelines to fill positions out of all state agencies.

While the initiative to create teams to identify and pursue process improvements can be considered complete, ODOE leadership is excited to continue making progress on opportunities for process improvements stemming from the town halls. While many process improvements have been made, this is an area that will benefit from ongoing efforts and continued conversations with staff.

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INITIATIVE: Evaluate and improve agency collaboration and communication culture

Status: In Progress

The purpose of this initiative was to support an improvement in scoring from the Whole System survey in the areas of communication and clarity of goals. The initiative was to focus on conducting an evaluation of existing internal collaboration and communication methods and create new tools to allow employees to collaborate effectively through shared document locations, virtual meeting tools, and other technologies.

The agency created this initiative in 2020, right before the COVID-19 pandemic led to a significant shift in the way agency staff worked and collaborated. As ODOE staff shifted to working mostly remotely and communicating mostly through virtual meeting tools like Microsoft Teams, this initiative became more challenging and more important.

An action plan and team were formed in mid-2022 to specifically implement this initiative. In 2023, the implementation team held a series of open houses to gather staff ideas and feedback for areas of improvement in how agency staff communicate and collaborate internally. An initiative advisory group including representatives from each division and section met to review top areas of feedback to discuss initial ideas. An enterprise-wide transition to data cloud sharing both helped and complicated this initiative as ODOE worked to ensure that documents and materials in shared spaces meet confidentiality and record-keeping requirements.

The implementation team for this initiative is continuing to review and consider ideas shared in the staff open houses. As the agency heads into its next strategic plan, renewed conversations may be warranted, as technology and communication protocols change rapidly.

While this initiative is still in progress, there are numerous steps that the agency has taken to improve collaboration and communication. For example, the agency has fully embraced Microsoft Teams and uses the platform for online meetings, quick chats, and team file sharing. The IT team has also implemented a new help desk platform to provide a better user experience for ODOE employees needing IT services. Finally, the agency has more fully embraced project management as a tool to better communicate roles and responsibilities among team members on major projects or new projects. This will likely be an area of focus in the agency's next strategic plan.

IMPERATIVE 5 OBJECTIVE: Increase in Key Performance Measure customer satisfaction score to at least 95%

Status: Incomplete

ODOE's required KPM measure for customer satisfaction is a proxy for how well we do in responding to stakeholder questions and concerns. Measuring customer satisfaction in interactions with our staff helps us gauge how well we are engaging with stakeholders as described in the first and second imperatives. Customer satisfaction can also serve as a metric to measure how effective and efficient we are in working with our customers. For day-to-day operations, the agency defines "customer" broadly – from community stakeholders to industry representatives to peer State agencies. While ODOE's strategic plan includes a target of 95 percent, the Legislative Fiscal Office updated the target to 90 percent in 2021.

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ODOE has completed many actions and initiatives associated with this objective but has not yet achieved the target of 95 percent of customers rating ODOE as “good” or “excellent.” In 2021, during the first year of the strategic plan, customer service satisfaction fell to its lowest levels since measurement began, at about 68 percent of respondents rating ODOE service as “good” or “excellent.” Several factors likely influenced the drop, including changes to survey methodology, changes in ODOE programs resulting in fewer survey respondents who benefit directly from ODOE programs, and controversial energy facilities proposed by developers that are currently under review in our facility siting division.

The 2023 customer survey results showed a measured increase – about 12 percent – in satisfaction in all areas over the previous biennium. Nearly 80 percent of respondents rated ODOE services as “good” or “excellent.” Efforts undertaken pursuant to the strategic plan likely influenced this improvement, as did the creation of new ODOE incentive programs that benefit Oregonians.

The overall response rate for ODOE’s customer service surveys remains fairly low, at 10 percent for 2023. However, this is an improvement from the past three years, which were 4.6 percent for 2021, 6.5 percent for 2019, and 6.6 percent for 2017. A continuing trend is that the type of customers that respond most to voluntary surveys are those that have engaged in the siting process on a controversial energy project proposals by developers. Some programs, such as energy incentives, have started to see some more engagement in surveys recently but not to the degree of responses in siting.

INITIATIVE: Update ODOE’s KPM customer satisfaction survey and implement timelier customer service evaluations



Status: Complete

ODOE’s previous practice of surveying agency “customers” every two years resulted in responses that were frequently disconnected from the activities that were being evaluated. For example, past surveys were sent by ODOE’s four divisions and respondents frequently commented that they didn’t know why they were receiving the survey or would provide feedback on programs not housed at ODOE.

To implement this initiative, ODOE updated our survey methodology to reach more targeted customers and achieve more relevant results. Beginning in 2021, ODOE sent topic-based surveys by customer service area, such as to members of the public who have engaged in energy facility siting processes over the last two years; contractors participating in energy incentive programs; members and attendees of ODOE stakeholder and advisory bodies; school districts participating in schools-related programs; and others. In the survey emails, ODOE reminded the recipients how they engaged with us over the past two years. This approach has been successful in receiving relevant results for our programs (for example, no comments from people confused about why they received the survey or commenting on programs that aren’t ours), though overall participation/response rate in the surveys remains low.

ODOE made other changes to measuring customer satisfaction including making a survey available year-round for customers to provide feedback at any time. ODOE staff on the incentives team are now directly sending surveys to contractors, in the hope that they are more likely to respond to a personal email from staff with whom they already communicate. ODOE has also created a practice of sending a survey to public meeting and webinar attendees shortly after the meeting to gather more frequent and timely feedback. Many topic-based survey groups will be

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surveyed annually rather than biennially, and ODOE adjusted timing for certain surveys (such as not surveying schools contacts during the summer). We hope these adjustments will further increase participation and receive more constructive results.

PLANNING PROCESS AND ADDITIONAL BACKGROUND

Phase 1: Summer 2019 – Spring 2020

ODOE's strategic planning process launched in 2018, with a pause for a significant legislative session in 2019, which helped crystalize for ODOE leadership the need to better communicate ODOE's role and value of having a state energy office that centralizes policy, programs, facility siting, emergency preparedness, and nuclear safety.

The first phase of ODOE's strategic planning process was to "get clear" through a combination of consultant research, internal staff engagement, and external stakeholder outreach. Phase 1 involved the creation of an internal cross-divisional Strategic Planning Committee made up of staff and managers from different divisions, sections, and teams in the agency. Questions posed to staff and external stakeholders centered on areas such as:

- What are the top challenges and opportunities facing Oregon and ODOE's ability to effectively meet its mission?
- What energy related topics should Oregon's state government focus on or prioritize?
- What energy-related roles do you think the state should be responsible for?
- Where can the Oregon Department of Energy best add value in the long term?
- How effective are Oregon Department of Energy's programs in helping achieve state goals?

This input and engagement involved 1,052 survey responses, more than 30 one-on-one interviews, 12 internal and external focus groups, two ODOE all-staff meetings, two Energy Advisory Work Group meetings, consultation with the Governor's Office, and numerous internal Strategic Planning Committee meetings. The consultant shared insights in December 2019, and included the following themes:

- ODOE struggles to communicate its mission and its efficacy in an unaligned and self-interested energy ecosystem.
- Key energy stakeholders are disconnected on the state's energy priorities.
- ODOE's ideal role is believed to be as a data provider – a "central point of truth" for Oregon's energy ecosystem.
- Energy Supplier Assessment payers have struggled to find value in ODOE, but other stakeholders and members of the public state ODOE is underfunded in its public service mission.
- Stakeholders are skeptical or unaware of ODOE's programs and their efficacy.
- Oregon's energy community believes ODOE has a role to play in equity, but key players disagree.
- Opportunities exist for ODOE to better engage its stakeholders and create a more inclusive and coordinated Oregon energy ecosystem.
- Incentives programs are considered somewhat effective, but past issues impede progress.
- ODOE and key stakeholders are caught in a free versus regulated market debate.
- Staff are well-respected and believed to be capable, while stakeholders are optimistic about their current position.
- ODOE is challenged by a "no" culture that influences risk aversion, stifles innovation and minimizes its reputation as a leader.

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- ODOE requires organizational attention to increase efficacy.
- A motivated and capable staff requires affirmation of their impact and progress, while continually advancing their development

ODOE shared the insights from Coraggio and draft strategic plan language with ODOE staff and the Energy Advisory Work Group. The EAWG provided helpful [feedback](#) on draft language for vision, mission, and position statements at a January 2020 meeting.

As part of the initial work in gathering input through interviews and focus groups in the fall of 2019, we sought to convene a focus group made up of representatives that work on diversity, equity, and inclusion in the energy sector. However, a lack of relationship between ODOE and those groups, as well as other barriers to participation, lead to invitations being declined. Some indicated they were resource-constrained and financial support for participating in processes would have helped, but participant payments had not been contemplated in ODOE’s strategic plan development budget at that point.

Instead, ODOE’s consulting team, made up of Coraggio and Holt Strategies, conducted one-on-one interviews with a small group of interested parties and community representatives, peer organizations, and Tribes while committing to additional focused engagement as part of Phase 2. We learned that it is important to prioritize developing relationships early and build trust with community-based organizations, especially with those that may have resource constraints, before asking for their time, input, and feedback. We also learned that there are significant opportunities to learn and partner with other state agencies and peer organizations who are engaging in equity work.

As noted in the introduction, Phase 1 culminated in the adoption of a vision, mission, position, and value statements:



VISION

What is the ideal future state we are trying to create? *This statement is the “why” behind our work and the future we want to create.*

A safe, equitable, clean, and sustainable future.



MISSION

What is our purpose? What are we here to make happen? *This statement is the “what” of ODOE’s specific work to make the future in our vision statement happen.*

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.

POSITION

What unique and sustainable value do we deliver, where do we deliver, and for whom?
This statement is the “how” of our work.

On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- **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](#).

VALUES

What are the fundamental beliefs we demonstrate in our work each day, that shape how we work together, and serve our mission?

- **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.**

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Phase 2: Spring 2020 – Winter 2020

While the clarity elements of the strategic plan in Phase 1 helped ODOE articulate who we are and what we do, phase 2 involved establishing the **imperatives** (also known as focus areas), **objectives**, and **initiatives** to focus actions over four years to improve our agency and meet our mission more effectively.

Following up on the revised approach to DEI from Phase 1, ODOE reached out to past collaborators, partners, and peer organizations who were focused on equity to listen and learn from their journeys. Our DEI sub-consultant led and facilitated conversations with representatives of Tribes, local governments, and non-profit organizations. Along with the invitation, ODOE provided a discussion guide with the following concepts and commitments:

- Acknowledgement that our organization and processes do not yet fully represent the dimensions of diversity in people and viewpoints in the state.
- Recognition that it will take more resources to ensure equity in the energy sector.
- DEI needs to be integrated throughout our strategic plan, and we want ODOE to be held accountable to being a better partner.
- We need to build trust and develop relationships that will enable us to meaningfully engage with diverse communities.
- ODOE will show up with a spirit of openness, learning, and humility, and will commit to following up, sharing our learnings, and offering support through partnerships and action.

Along with seeking advice and recommendations, ODOE worked to identify areas where the agency could leverage existing work and provide unique value. These conversations, some of which included ODOE staff, focused on organizational and systematic questions, along with reflections on ODOE's roles and future opportunities. Key themes included:

- Consider New partnership models and approaches
- Invest in better understanding communities' needs and impacts of current policies and programs on communities
- Use agency power/position to make changes and shift narratives
- Be clear/get clear on what ODOE does and can do
- Commit to doing internal agency equity work

After being briefed on our consultant's interviews, surveys, and analysis, as well as hearing feedback received internally from ODOE staff and external partners, the ODOE Strategic Planning Committee developed five imperatives that focus our efforts to strengthen our ability to achieve our vision and mission and address the challenges identified through outreach. Each imperative included objectives that helped us measure progress toward meeting these goals. Where objectives were difficult to measure, we used proxies to help us determine whether we are on the right track. Each imperative included several initiatives that involved day-to-day activities that would contribute to meeting the objectives and imperatives. Equity is a theme that runs through all the imperatives, but we also felt it was important enough to call out as its own imperative. Many imperatives, objectives, and initiatives were overlapping, in that progress towards one yielded progress toward another.

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This was an internally focused strategic plan rather than an energy plan for the state. The first phase of the process (“Getting Clear”) and revisions to ODOE’s vision, mission, values, and position (“What We Do”) resulted in immediate progress on several issues identified by the consultant and through surveys and focus groups. This clear articulation allowed ODOE to explain where our work is connected to broader work happening among energy providers and consumers in the energy ecosystem. Revisions from phase 1 allowed external partners to become more aware of ODOE’s programs and services and how those programs and services support our mission. It built more understanding and trust in the agency, which has led to legislative and federal funding to create new programs and engage externally on policy discussions to support creating a more inclusive and coordinated energy ecosystem.

The internal nature of the strategic plan also focused on actions that strengthen ODOE’s ability to achieve our mission rather than directly targeting substantive clean energy and climate goals in the state. However, many of the actions taken to implement this strategic plan – from improving our relationships and knowledge about the needs of external partners, to developing key energy indicators to measure the state’s progress towards a safe, equitable, clean, and sustainable Oregon – have positioned ODOE to help lead the state toward that energy future.

Phase 3: January 2021 – December 2024 (Implementation)

After releasing the Strategic Plan, ODOE turned to operational planning to set up the structure and process for strategic plan implementation. Operationalizing planning included prioritizing and sequencing each initiative, convening initiative teams to develop action plans, and standing up a cadence of plan management meetings to ensure the agency approached this plan with agility, pivoting when necessary, and focusing resources as needed. ODOE also brought on additional expertise and training from Coraggio on operational and change management processes, including readiness assessment, change management best practices, and communication planning.

Using an operational “playbook” from Coraggio, ODOE prioritized about five initiatives for the first year of the Strategic Plan. The remaining initiatives were then plotted across years 2-4 with some initiatives overlapping or being dependent on others to proceed. As part of the prioritization and planning efforts, initiatives were evaluated for complexity and dependencies, and then compared against the agency’s current capabilities, resources, and authority.

After scoping, initiative action teams were identified. Each initiative was purposely written broadly enough for each team to pursue specific actions of highest need and interest to their work and the goals of the agency. Complex and first-time initiatives were “right sized” and deconstructed by teams, which included baselining activities and pilot approaches to ensure manageable efforts during wayfinding. In reality, not every action team was needed. Some initiatives were a core part of existing teams, such as Human Resources, where it was efficient to fold an initiative into prioritization of their work.

ODOE’s leadership team participated in “Quarterly Plan Reviews.” These reviews helped ensure alignment on progress and barriers. They also helped ODOE adapt specific initiatives to new circumstances or opportunities. These reviews led to updates that were provided externally as well.

The Energy Advisory Work Group (EAWG) reviews and makes recommendations for the Oregon Department of Energy's long-term vision and priorities, budget, legislative concepts, and planning, policy, and technical analyses. The work group was formed through [HB 2807](#) (2013) and includes energy resource suppliers, utility customers, and other groups that have an interest in the provision and regulation of energy in Oregon.

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As described in the [EAWG charter](#), during the development of its strategic plan, ODOE provided EAWG members with an opportunity to review and provide recommendations on the plan's vision statement and strategic goals. In addition to seeking feedback on the development of the strategic plan, ODOE has shared information about progress of strategic plan actions through dashboards and presentations to keep EAWG members informed of its implementation over the past four years. Presentations were posted on the [EAWG website](#) and dashboards were posted to ODOE's [strategic plan website](#).

During the December 19, 2024 meeting of the EAWG, ODOE presented an update on this Strategic Plan that included near-final designations of status as complete, incomplete, adapted, or in-progress for initiatives and objectives. The [presentation](#) also provided reminders of what we heard five years ago, highlights of implementation activities over the past four years, and what we expect for development of the next strategic plan. EAWG members provided comments that were overall positive for ODOE's work in implementing the strategic plan, as well as thoughtful feedback on continued work on initiatives that are in progress and the next strategic plan. At right are a few highlights of what we heard from EAWG members.

NEXT STEPS

As we wrap up our 2021-2024 Strategic Plan, ODOE will now turn to developing a new strategic plan to guide us over the next several years.

Oregonians will be invited to weigh in as we begin a new planning process. Updates will be available on ODOE's website.

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

"I want to compliment the agency on how far you all have come and how you keep meeting the moment. Even though there are always rough spots once in a while, I really appreciate that ODOE has come back around to be able to administer critical programs in clean energy and energy resilience and in rural parts of the state. I hope that the agency keeps leaning into representing the entire diversity of the state."

*- Jana Gastellum, EAWG Member
(Oregon Environmental Council)*

"I love ODOE's focus on being a source of facts and truth for the people of Oregon. Finding facts and truth is getting harder and harder for people so as you look towards the new strategic plan – don't lose that ambition. Get out there with the information and make it accessible to people. You build credibility for being a source of truth when you consistently broadcast the truth – even more so when the facts tell a story that might be inconvenient for the state."

*- Tom Wolf, EAWG Member
(bp America)*

ODOE spent significant time and resources on their original strategic plan, which I was involved with. We don't need the agency to develop an entirely new plan every few years. We should consider the existing plan as the template and make adjustments to address the areas of work that have changed since its publication. The mission statement, vision, and values should be broad enough so that there is flexibility to set priorities and reevaluate with new realities and make changes. I am excited to support the process for a new strategic plan.

*- Nicole Hughes, EAWG Member
(Renewable Northwest)*