Imperative	Objectives	Status/Reporting
Expand and Improve Stakeholder Engagement	Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Exploring and developing baseline

Timing	Status		Objectives	Status/Reporting
			Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Proxy data shows overall increase; working to delineate populations and communities
Q2/Q3 2022	**Significant progress and initiatives underway**		Year-over-year increase in the external use of agency produced reports, studies, and presentations	All categories increasing (media mentions, legislative presentations, website visits)

Highlights and Look Forward

Work Underway

Continued prioritization and increasing stakeholder engagement for new programs and studies, e.g., webinars, collect feedback, and engage in Q&A

Use engagement plans and best practices from pilot projects across other agency work and activities

Operationalizing liaison and ambassador roles with staff leadership and working group structure

Continued prioritization and increasing stakeholder engagement for federal funding (e.g., IIJA, SEP)

Submitted Policy Option Packages (POPs) in Agency Recommended Budget for Navigator and Public Advocate

What's Next

Continue to explore ways to better facilitate engagement with historically and currently underserved communities

Conduct outreach and engagement on federal funds (e.g., grid resilience grant, energy security plan, and IRA).

Conduct stakeholder debrief and listening session before legislative session

Gather feedback from past and current liaisons through surveys and interviews

Recruitment for outreach-focused staff for ODOE incentive programs, including Spanish language proficiency

Accomplishments and Challenges

Accomplishments/Lessons Learned

Worked with community organization to make program materials more accessible for applicants

Increased engagement in development of ODOE studies and new programs, supported by effective identification of interest during stakeholder outreach

Hosted an intern for the Strategic Engagement Team, who provided an analysis of state government structure/energy landscape (programs, regulation, policies), as well as stakeholder list with highlights of their needs/interests

Transitioned to staff champion and team for initiative focused on strengthening staff capacity to serve as liaisons and ambassadors

Completed stakeholder engagement vision and objective for the 2022 Biennial Energy Report, which included collecting and analyzing input from surveys, comment portal, and listening sessions - all of which was used to guide and inform BER 2022 content.

Hosted internal technical writing workshop to increase effectiveness of communication with the public and stakeholders

Completed planning and preparation for engagement in workshops to inform the Small Scale Community Renewables Study

Implementing best practices for government-to-government communication, including sending formal letters to Tribes to seek input and offer coordination on agency activities and new work

Increased offerings for technical assistance webinars, including Electric School Bus Funding Mechanisms and School Bus Cost Analysis Tool webinars, and an Energy Tracking 101 webinar for school districts

Challenges and Needs

Evaluating approaches for support/funding to better engage with communities and community-based organizations

Need to continue to refine engagement tactics on specific programs, including training and development of liaisons

Requires extensive staff planning and time, and existing limits for staff capacity

Imperative	Objectives	Status/Reporting
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	Increasing every year

Timing	Status		Objectives	Status/Reporting
			Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Proxy data established by tracking new ODOE programs; working to delineate populations and communities
Q2/Q3 2022	**Continued progress and initiatives underway**		Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway

Highlights and Look Forward

Work Underway

Submitted Policy Option Packages (POPs) to request paid internships beginning in 2023-2025 biennium

Measuring and tracking intern experiences

Submitted Policy Option Packages (POPs) in Agency Recommended Budget for Navigator and Public Advocate

Implementation of new initiative to create inclusive, multi-lingual communications

Developing a better understanding of who we serve by collecting demographic data

What's Next

Building research and outreach for those the agency has not worked with much in the past, particularly to increase access to ODOE programs and inform the Biennial Energy Report

Scoping to develop an approach for a Diversity, Equity, and Inclusion (DEI) Action Plan

Biennial Energy Report: Share information and data in the BER related to energy opportunities for communities and organizations

Continues to develop engagement plans for identified programs using template developed through the Racial Justice Council's REIS statement for the budget process

Accomplishments and Challenges

Accomplishments/Lessons Learned

Ensuring materials and website content available in more languages, e.g., Energy Efficient Wildfire Rebuilding program applications translated into Spanish; Comment input portal offers translation

Offering translation (subtitles) for online public meetings

New flyer developed to showcase ODOE's incentive programs in one place

Identified and sponsored employee attendance at DEI training courses.

Provided specific low-income incentives for Energy Efficient Wildfire Rebuilding program, with a focus on manufactured homes

Shared information about the Solar+Storage Rebate Program with Governor's Racial Justice Council, with an interest in improving the Low-Moderate Income (LMI) parts of the program

Convened CREP engagement committee, with payment to support participation when necessary

Awarded opportunity to host a RARE AmeriCorps member to support rural energy engagement

Refinement of Solar+Storage Rebate Program to improve access for low-income service providers, such as affordable housing organizations

Challenges and Needs

Continue to add translation and communication options, e.g., live translation during public meetings, follow-up and conversations with program application that primarily speaks a language other than English

Requires extensive staff planning and time, and existing limits for staff capacity

Capturing demographic information (other than voluntarily) for participation in programs and activities

Imperative	Objectives	Status/Reporting
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	In development with pilot projects underway

Timing	Status		Year-over-year increase of collection, review, and analysis of data	Increased number of programs collecting data, other efforts in development
Q2/Q3 2022	**Initiatives Underway**		Year-over-year increase in data sharing relationships	Exploring metrics

Highlights and Look Forward

Work Underway

Biennial Energy Report: Piloting a data validation process (and template for future data work) to verify data to the source and use consistency

Developing agency-wide process for external data collection and storage to provide a single internal data resource to support traceable and consistent reporting

Maintaining EV mapping program to inform COU planning activities; Assessing capacity and timing for updating EV maps for participating COUs

Continue monitoring demographics capture, analyze results, and adjust collection methods as needed.

What's Next

Developing a catalogue of agency data-dependent work products, including a survey across divisions to understand data sources and needs

Establishing data oversight team, standards for selection and use of data and analytical tools, and staff training for tools and data management

Delivery of Open Data Plan to the Oregon Chief Data Office

Discussing how to use data to inform Key Energy Indicators

Accomplishments and Challenges

Accomplishments/Lessons Learned

Data Governance Charter approved by the Leadership Team

Completed catalog of internally-owned datasets

Continued to build efficiencies across multiple data-dependent efforts, primarily the Biennial Energy Report, ODOE studies and programs

Switched to direct emailing for demographic survey and in one case have almost doubled participation

Refined utility service area map to improve EV counts, and shared this information with ODOT to inform their work to support the National EV Incentive program (IIJA funding for EV chargers)

Challenges and Needs

Transitions in key leadership roles related to data management and responsibilities

Requires extensive staff planning and time, and existing limits for staff capacity

Build trust and protocols for confidentiality of data (as needed) with data holders

Imperative	Objectives	Status/Reporting
Assess and Modernize Agency Programs and Activities	100% of ODOE programs and activities align with ODOE mission and position statements	Underway

Timing	Status		Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps	Underway
Q2/Q3 2022	**Scoping Complete and Planning Underway**			

Highlights and Look Forward

Work Underway

Sharing list of "ODOE programs and activities" for feedback from the EAWG

Developing strategic evaluation elements, including methods to receive feedback from program participants

Siting Division program review underway

What's Next

Share final draft of list of "ODOE programs and activities" and draft evaluation elements for additional feedback

Explore Key Energy Indicator development process, and responses to interest areas/recommendations from Biennial Energy Report stakeholder survey

Accomplishments and Challenges

Accomplishments/Lessons Learned

Internally finalized list of "ODOE programs and activities" that will be considered as part of the scope of this imperative

Provided electronic incentive program interfaces to modernize interaction with applicants

Hosted an intern for the Strategic Engagement Team, who provided an analysis of state government structure/energy landscape (programs, regulation, policies)

Challenges and Needs

Defining the approach and scale of assessment related to "ODOE programs and activities"

Requires extensive staff planning and time, and existing limits for staff capacity

Imperative		Objectives	Status/Reporting
Optimize Organizational Efficiency and Impact		Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	Underway; new survey in planning

Timing	Status		Increase "Efficient and effective processes & procedures" survey score to at least 3.5	Underway; new survey in planning
Q2/Q3 2022	**Continued progress and Initiatives Underway**		Increase in Key Performance Measure customer satisfaction score to at least 95%	Planning underway for improved methodology

Highlights and Look Forward

Work Underway

Improving procurement process to be more efficient and accessible

Improving processes to request and approve internal travel and training requests and reimbursements

Improving accounting processes for accounts receivable and payable, and identifying efficiencies in review and approval process

Action plan and action team underway for initiative to evaluate and improve agency collaboration and communication culture

What's Next

Begin additional process improvements for agency procurement requests and approvals

Conduct staff engagement surveys including Gallup Q12 and survey to assess the objective to "increase efficient and effective processes and procedures."

Further improving KPM customer service survey methodology and timeliness.

Accomplishments and Challenges

Accomplishments/Lessons Learned

Effectively managing change and limited capacity by identifying efficiencies and adjusting scope of initiatives and action plans

Launched ORBuys for wave 1 per DAS (ODOE was in wave 1, and is now being reconciled with ODOE internal process)

Challenges and Needs

Requires extensive staff planning and time, and existing limits for staff capacity

Ongoing adjustments and project re-prioritization with other ODOE projects and business needs