

Imperative		Objectives	Status
<b>Expand and Improve Stakeholder Engagement</b>		Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Developing baseline
Timing	Status		Exploring metrics
Q1 2022	Continued progress and initiatives underway	Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Exploring metrics
		Year-over-year increase in the external use of agency produced reports, studies, and presentations	Exploring metrics



### Highlights and Look Forward

**Work Underway**  
 On-going webinars for incentive program development and rulemaking, as well as energy studies, to share information, listen for feedback, and engage in Q&A  
 Continued prioritizing engagement for programs/studies passed in 2021 & 2022 legislative sessions, upcoming legislative concepts and policy option packages  
 Technical assistance webinars: Electric School Bus Funding Mechanisms and School Bus Cost Analysis Tool webinars; Energy Tracking 101 webinar for school districts  
 Increasing stakeholder engagement efforts (led by ODOE Strategic Engagement Team) to support ODOE studies

**What's Next**  
 Exploring ways to better facilitate engagement with historically and currently underserved communities  
 2022 Biennial Energy Report - Analyzing input from surveys, portal, and listening sessions. Building external expertise to develop and provide peer review.  
 Internal technical writing workshop to increase effectiveness of communication with the public and stakeholders  
 Preparing for engagement in workshops to inform the Small Scale Community Renewables Study

### Accomplishments and Challenges

**Accomplishments/Lessons Learned**  
 Operationalizing Strategic Engagement Team to support programs, incentives, policy analysis/studies, siting, and nuclear safety & emergency preparedness  
 Holding stakeholder debrief meetings to discuss legislative session, the 2022 Biennial Energy Report, and new ODOE programs  
 Worked with community organization to make program materials more accessible for applicants  
 Hosted learning-style breakout rooms on federal funding and workforce to support scoping discussions, part of efforts to support collaborative development  
 Increase engagement in ODOE studies, supported by effective identification of interest during stakeholder outreach

**Challenges and Needs**  
 Approaches for support/funding to better engage with communities and community-based organizations  
 Need to continue to refine engagement tactics on specific programs

Imperative		Objectives	Status
<b>Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes</b>		Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color	Exploring metrics
<b>Timing</b>	<b>Status</b>	Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Exploring metrics
<b>Q1 2022</b>	Operational efforts making progress Initiative implementation in development	Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway




### Highlights and Look Forward

Work Underway	What's Next
Refinement to Solar+Storage Rebate Program to improve access for low-income service providers, such as affordable housing organizations	Building on outreach to communities and organizations that we have not worked with much in the past, particularly to increase access to our programs and inform the Biennial Energy Report
Prioritizing equity for new ODOE programs (2021-2022 session)	Scoping for DEI Action Plan approach
Measuring and tracking intern experiences	Biennial Energy Report: Leveraging data from other agencies to inform access and availability of energy efficiency and renewable energy opportunities for communities and organizations that have not benefitted from past programs and opportunities
Developing better understanding of who we serve by collecting demographic data	

### Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
Ensuring materials/web are available in more languages, e.g., Wildfire applications translated into Spanish; input portal translation	DEI consultant or alternative pathways for ODOE to engage, agency-wide, with underserved populations
Now have translation available for online public meetings	If a program applicant primarily speaks a language other than English, how do we best provide follow-up information or have conversations with program staff.
New flyer developed to showcase ODOE's incentive programs in one place, will also be translated	
As a follow-up from Letter to Tribal chairs, convene meetings with interested Tribes to review new incentive programs and other areas of interest	
Specific low-income incentives for Energy Efficient Wildfire Rebuilding program, with a focus on manufactured homes	
Sharing information about the Solar+Storage Rebate Program with Governor's Racial Justice Council with an interest in improving the Low-Moderate Income (LMI) parts of the program	

Imperative		Objectives	Status
Assess and Enhance Organizational Data Capabilities		100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools	Underway
Timing	Status		Exploring metrics
Q1 2022	Initiatives Underway 	Year-over-year increase in data sharing relationships	Exploring metrics

### Highlights and Look Forward


**Work Underway**  
 Posing voluntary demographic questions for users of new and revised ODOE programs  
 With revised Data Governance charter, now establishing an independent data oversight team.  
 Established and trained analysts on Power BI as the main agency tool for data analysis.  
 Kicked off new EV mapping program to inform COU planning activities.  
 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 chargers)

**What's Next**  
 Developing an agency-wide process for external data collection and storage to provide a single internal data resource to support traceable and consistent reporting.  
 Developing a catalogue of agency data-dependent work products  
 Establishing standards for selection and use of data and analytical tools  
 Establishing a training program for data tools and data handling  
 Assessing capacity and timing for updating EV maps for participating COUs  
 Delivery of Open Data Plan to the Oregon Chief Data Office

### Accomplishments and Challenges

**Accomplishments/Lessons Learned**  
 Data Governance Charter approved by the IT Steering Committee  
 Completed catalog of internally owned datasets  
 Completed initial Power BI training for select staff; employing platform for biennial energy report data storage  
 New Research Analyst established a data management process for the Biennial Energy Report and began implementation and training  
 Continued to build efficiencies across multiple data-dependent efforts, primarily the Biennial Energy Report, three studies, and three programs

**Challenges and Needs**  
 Lack of demographic data on who participates in ODOE's services and programs


Imperative		Objectives	Status
<b>Assess and Modernize Agency Programs and Activities</b>		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	Not Started
Q1 2022	Detailed Planning Underway 		

**Highlights and Look Forward**

Work Underway	What's Next
Finalizing list of programs to be evaluated	Reviewing Biennial Energy Report feedback responses on Key Energy Indicators
Developing strategic evaluation elements, including methods to receive feedback from program participants	Share list of programs and evaluation elements for feedback

**Accomplishments and Challenges**

Accomplishments/Lessons Learned	Challenges and Needs
Worked with legislature to ensure new programs align with ODOE mission and position	Approach and scale of assessment related to ODOE's programs and activities
Provided electronic incentive program interfaces to modernize interaction with applicants	Need more feedback on Key Energy Indicator ideas

Imperative		Objectives	Status
<b>Optimize Organizational Efficiency and Impact</b>		Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	2019 baseline - 3.79; Reevaluate in Q1 2023
Timing	Status	Increase "Efficient and effective processes & procedures" survey score to at least 3.5	2019 baseline - 2.73; Reevaluate in Q1 2023
Q1 2022	Initiative Underway 	Increase in Key Performance Measure customer satisfaction score to at least 95%	Planning underway for improved methodology

### Highlights and Look Forward

Work Underway	What's Next
<p>Improving procurement process to be more efficient and accessible.</p> <p>Payroll's transition to Workday</p> <p>Recruitment of new staff to run new programs (from 2021 and now 2022 legislative sessions)</p>	<p>Streamlining/optimizing platforms for document sharing and collaboration</p> <p>Testing and preparation for ORBuys before launch</p>

### Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
<p>Managing change and capacity, identifying efficiencies during time of change and uncertainty</p> <p>Enhancements to KPM survey provided more useful/relevant feedback; additional adjustments needed to make it more timely.</p> <p>Processes are unique, so need to adapt and "right-size" solutions</p>	<p>Disruptions and staffing changes</p> <p>Project prioritization, e.g., competition with other ODOE projects and business needs</p>