

Energy Advisory Work Group

August 30, 2021

AGENDA

1:30 p.m.	Director's Update	Janine Benner, Director
1:40 p.m.	EAWG Roundtable	EAWG Members
2:20 p.m.	Budget Update	Cathy Connolly, Assistant Director for Central Services
2:30 p.m.	New Incentive Programs <ul style="list-style-type: none"> • Solar + Storage Rebate • Energy Efficient Wildfire Recovery • Community Renewable Grants 	ODOE Staff <ul style="list-style-type: none"> • Cathy Connolly • Michael Freels • Rob DelMar
3:05 p.m.	BREAK	
3:15 p.m.	ODOE Studies <ul style="list-style-type: none"> • Regional Transmission Organizations • Renewable Hydrogen • Floating Offshore Wind • Small-scale Renewables • Biennial Zero Emission Vehicle Report 	Alan Zelenka, Assistant Director for Planning and Innovation
3:35 p.m.	Strategic Plan	Ruchi Sadhir, Associate Director for Strategic Engagement
4:00 p.m.	Closing Comments/Q&A	EAWG Members and ODOE Staff

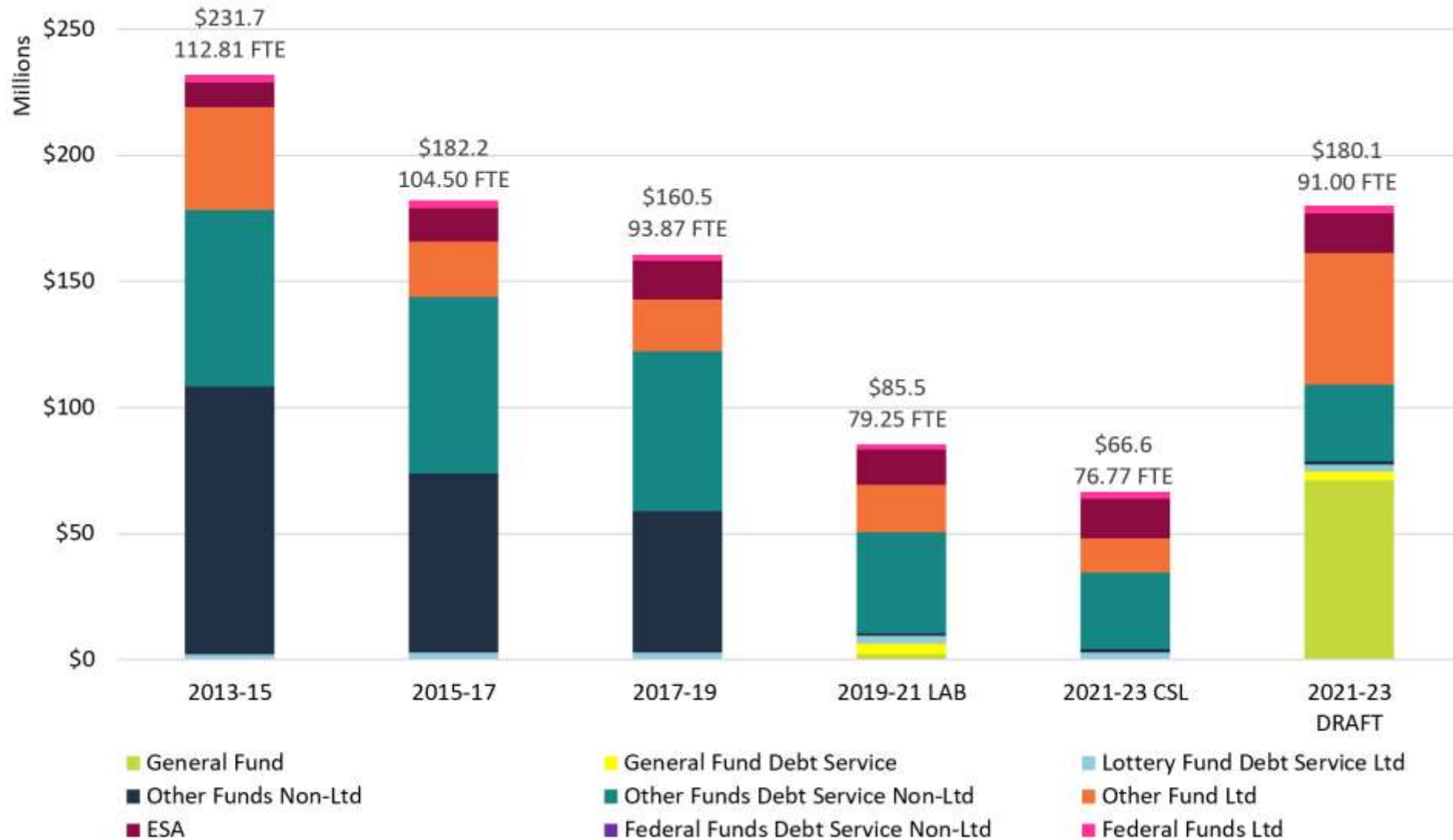


ODOE Draft 2021-23 Legislatively Adopted Budget

Cathleen Connolly



HISTORY OF ODOE'S BIENNIAL BUDGET

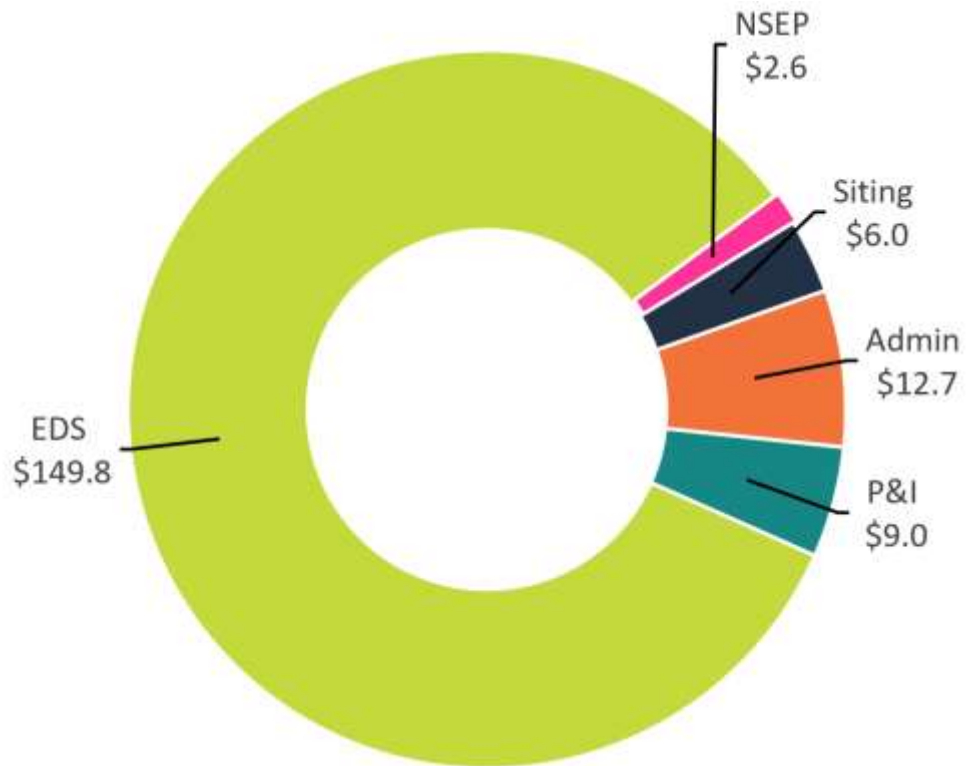


SIGNIFICANT CHANGES FROM 2021-23 CURRENT SERVICE LEVEL BUDGET

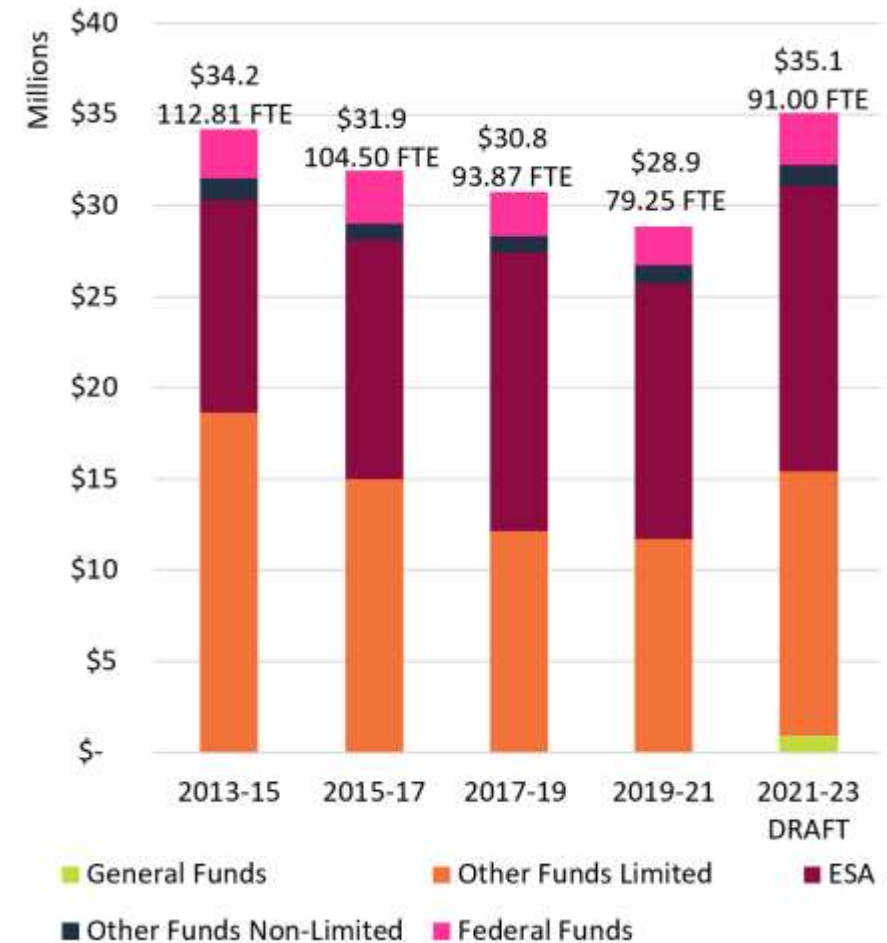
- **Program** **Solar + Storage Rebate Program**
Total Funding: \$10 M General Fund
Positions/FTE: 3/2.5 (LD)
- **Program** **Community Renewable Investment Fund**
Total Funding: \$50 M General Fund; \$27 M to be spent in 2021-23
Positions/FTE: 7/6.5 (LD – four year)
- **Program** **Wildfire Energy Efficiency Rebuilding Incentive**
Total Funding: \$10.8 M General Fund
Positions/FTE: 3/3 (LD)
- **Staff** **Energy Facility Siting Division**
Total Funding: \$488,630 Other Fund
Positions/FTE: 2/2 (LD)
- **Staff** **Research Analyst, Information Services Specialist (LD), Economist (LD)**
Total Funding: \$730,000 approximately
Positions/FTE: 3/3
- **Staff** **Eliminated Staff: Accountant, Fiscal Analyst, Office Support**
Total Funding: -\$420,300
Positions/FTE: -3/-2.77
- **Debt Service** **Small Scale Energy Loan Program**
Total Funding: \$3.5 M General Fund Debt Service

ODOE'S 2021-23 LAB BY DIVISION AND CATEGORY

ODOE's Draft 2021-23 LAB by Division (\$180.1 M)



ODOE's 2021-23 Draft LAB Operating Budget (\$35.1 M)





Solar + Storage Rebate Program

2021-23 Biennium

Cathleen Connolly



2019 LEGISLATION AND FUNDING RECAP

- Program was established by HB 2618 (2019) and is **authorized until January 1, 2024.**
- How the program works:
 - **Residential customers** can save up to \$5,000 for solar systems and up to \$2,500 for battery storage paired with solar
 - **Low-income service providers** can save up to \$30,000 for solar systems and up to \$15,000 for paired storage.
 - Rebates are issued to ODOE-approved contractors who install the systems, and the full **rebate amount is passed on to the customer** as savings on the net cost of the system
- Funding in **2019-21 was one-time only**
 - \$1.5 M for rebates
 - \$440,000 for administration, including 1.3 FTE



2021-23 FUNDING AND PROGRAM CHANGES

- Additional funding in **2021-23 is \$10 M total**, \$9.2 M for rebates and \$0.8 M for administrative costs including 2.5 FTE
- Program will **operate substantially the same** as it did in 2019-21, with the following changes to administrative rules either in temporary rules or at a later date through permanent rules:
 - Expansion of program eligibility to certain **affordable multifamily housing**
 - **Expansion into communities/providers** that have not participated to date
 - Updating ETO trade ally **contractor eligibility** to reflect ETO's updating of its star rating system
 - Other changes depending on **stakeholder engagement**



STATUS OF PROGRAM

Where we are with re-starting the program

- We have **hired two new limited duration positions** who will start September 7 and undergo training
- We are looking for opportunities to **increase efficiency**
- We are proposing to provide contractors with **30 days notice** of the date the reservation system will open, and the level of funding that will be available.
- *We have submitted **temporary rules** to the Secretary of State*
- We anticipate that we will begin rulemaking for **permanent rules in January 2022**



EAWG Feedback

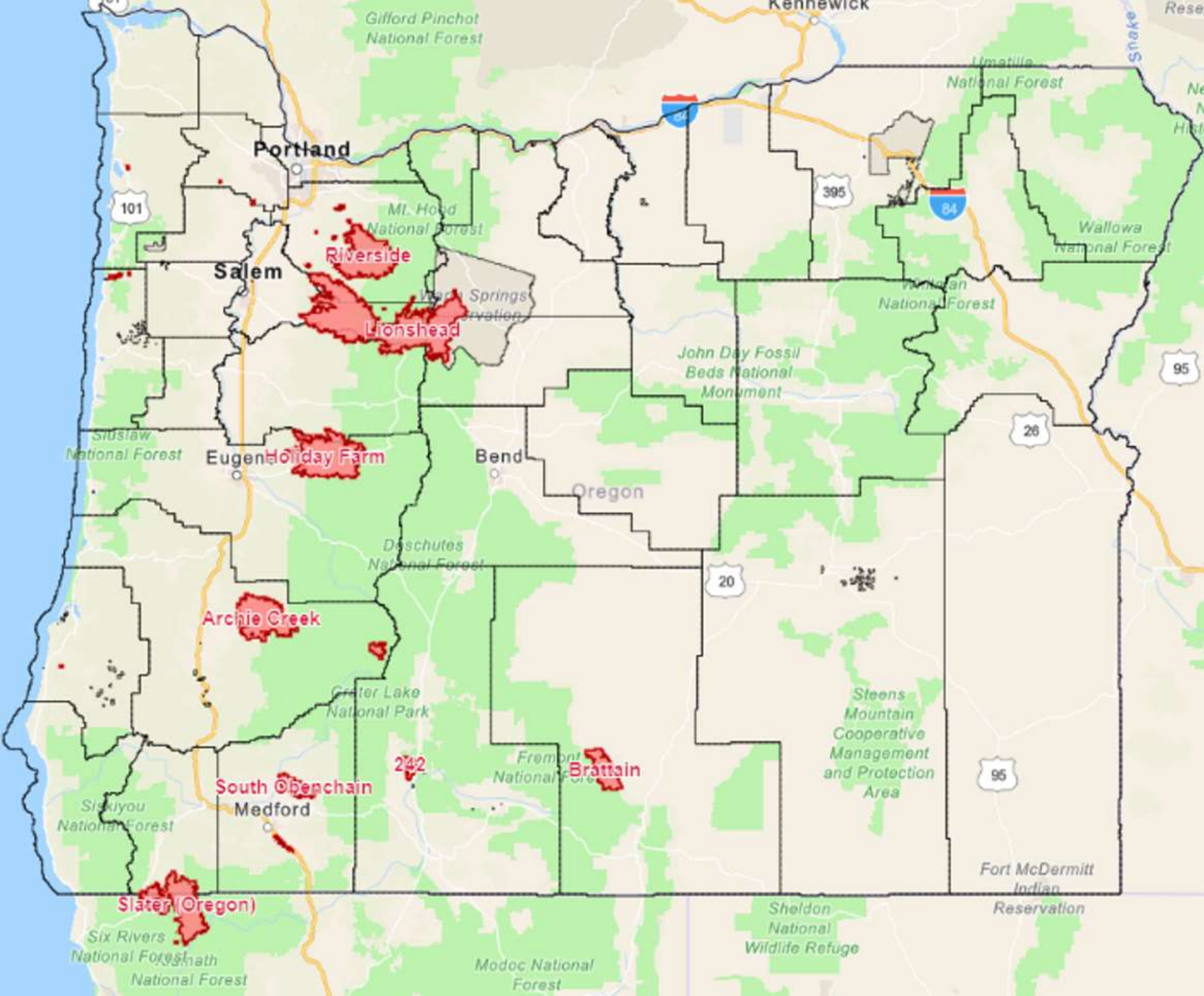
- Do you have suggestions for how to **facilitate the inclusion of multi-family affordable housing** solar projects in the program?
- What changes are needed to make the Solar + Storage Rebate program a feasible option for **underserved communities and low-income service providers** to choose?
- Do you have suggestions on **who ODOE should contact** to promote the program, especially among underserved communities?



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Energy Efficient Wildfire Rebuilding Incentive

Michael Freels



2020 Labor Day Wildfires

- 21 fires
- 1.07 million acres burned
- More than 5,000 structures destroyed



2021 Legislative Session

- HB 2289
- HB 5006

DESTROYED OR DAMAGED BUILDINGS

Building Damage: 5,109 Total Structures			
County	Homes Destroyed	Homes Major Damage	Other Structure Damages
Clackamas	62	0	215
Douglas	133	0	N/A
Jackson	2,364	9	295
Klamath	11	0	54
Lane	574	41	95
Lincoln	288	0	51
Linn	71	0	122
Marion	629	4	91
Totals	4,132	54	923

BUILDING CODES AND MARKET PRACTICES

- 2008 Building Codes
- Current Building Codes
- Market Practices
- Energy Savings



INCENTIVE PROGRAM DESIGN

- Code level support
- Above code support



STAKEHOLDER ENGAGEMENT

State Agencies

- Oregon Housing and Community Services
- Oregon Department of Consumer and Business Services
- Oregon Office of Emergency Management

Local Communities

- Counties
- Long Term Recovery Groups (LTRGs)

Utilities in affected areas and Energy Trust of Oregon



EAWG Feedback

- Who else should we be talking to and what ideas do you have to help us **reach wildfire survivors**?
- How much should we invest in the **code-level incentive vs. above-code** program support?



Community Renewable Energy Grant Program

Rob Del Mar

COMMUNITY RENEWABLE ENERGY GRANT PROGRAM

HB 2021 Establishes the Community Renewable Investment Fund to:

- Offset costs of planning and developing community renewable energy projects
- Support projects in traditionally underserved communities
- Promote small-scale community renewable energy projects
- Provide direct benefits to communities across Oregon by improving energy resilience, creating local jobs, promoting economic development, and offsetting local energy costs.

BUDGET PRIORITIES

- 50 percent or more for grants to be awarded for planning or developing community renewable energy projects that qualify as **community energy resilience projects**.
- 50 percent or more for grants to be awarded for planning or developing community renewable energy projects that primarily serve **one or more qualifying communities**.

QUALIFYING COMMUNITIES

Environmental justice communities:

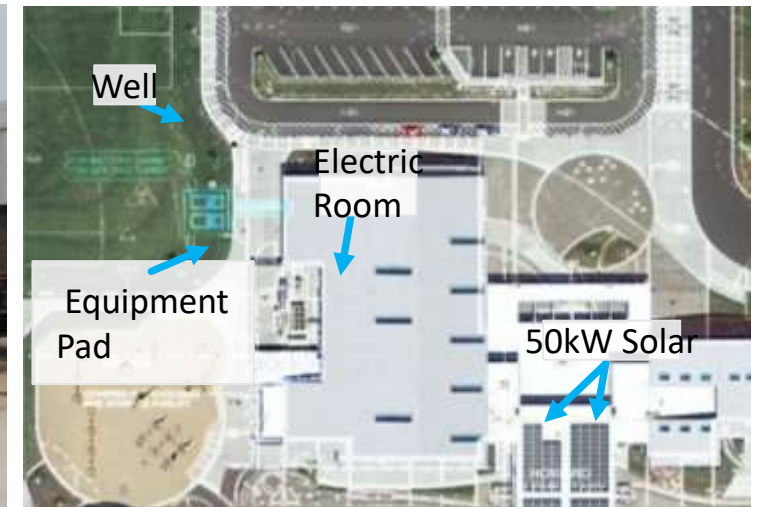
- Communities of color
- Communities experiencing lower incomes
- Tribal communities
- Rural communities
- Coastal communities
- Communities with limited infrastructure
- Communities traditionally underrepresented in public processes and adversely harmed by environmental and health hazards, including seniors, youth and persons with disabilities

ADVISORY COMMITTEE

Membership	Potential Roles
<ul style="list-style-type: none">• A member of the Environmental Justice Task Force;• A representative of Business Oregon;• A representative of electric companies;• A representative of consumer-owned utilities;• A representative from an organization that represents community renewable energy development;• A representative from a federally recognized Oregon Tribe;• Three representatives of local government to represent the interests of counties, cities and special districts;• Representatives from nongovernmental organizations that represent communities of low income or disadvantaged households; and• Representatives from relevant state and federal emergency management or response agencies.	<ul style="list-style-type: none">• Provide guidance on program rules• Establish program equity metrics• Adopt a methodology to identify qualifying communities.• Support statewide community outreach• Support project application review processes

APPLICANT ELIGIBILITY

- Tribes
- Counties
- Municipalities
- Special government bodies such as ports and irrigation districts
- Consumer-Owned Utilities



Grid Edge Demonstration Project in Eugene
Photos courtesy of Eugene Water and Electric Board

OPPORTUNITY ANNOUNCEMENTS

PROJECT CATEGORY	MAXIMUM GRANT AWARD	MAXIMUM % OF COST
Planning, Energy Resilience	\$100,000	100%
Planning, Renewable Energy Only	\$100,000	100%
Construction, Energy Resilience	\$1,000,000	100%
Construction, Renewable Energy Only	\$1,000,000	50%

Grants will be awarded on a competitive basis and will include performance agreements and time limits for completing projects.

TIMELINE





EAWG Feedback

- What is the best way to reach our **potential applicants**?
- What are the needs for capacity building in **rural communities**?
- Do you have feedback on how the **advisory committee** and their responsibilities could support success over the life of the program?



10 Minute Break








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Update on New ODOE Studies & Reports

Alan Zelenka



ODOE STUDIES & REPORTS UPDATES

-  Regional Transmission Organization Study
-  Renewable Hydrogen Study
-  Floating Offshore Wind Study
-  Small-Scale Renewable Energy Study
-  Biennial Zero Emission Vehicle Report

REGIONAL TRANSMISSION ORGANIZATION STUDY

Adam Schultz

What the study includes:

- Literature review
- Develop key questions and consult with PUC
- Advisory Committee discussion
- Write a summary report

Deadline: Report due December 31, 2021 (6 months total)

Status:

- Stakeholder advisory committee in place
- Kick-off meeting was Thursday August 5
- Literature review and key questions available for comments until September 13
- Advisory committee meetings set for September 20 and October 6.



[SB 589](#)

RENEWABLE HYDROGEN STUDY

Rebecca Smith

What the study includes:

- Current use of hydrogen in Oregon
- Potential applications
- Potential for coupling with electricity generation
- Discussion of future costs
- Identification of barriers
- No requirement for advisory committee but we will involve stakeholders



[SB 333](#)

Deadline: Report due September 15, 2022

Status:

- Just starting project planning
- Fielding questions from interested stakeholders/building a list of stakeholders
- Several conference presentations

FLOATING OFFSHORE WIND STUDY

Jason Sierman

What the study includes:

- Literature review and develop key questions
- Stakeholder meeting on key questions
- Public meetings
- Write report

Deadline: September 15, 2022

Status:

- Project plan underway
- Started literature review and formulation of key questions
- Project webpage
- Meeting with stakeholders in late October/early November



[HB 3375](#)

SMALL-SCALE RENEWABLE ENERGY STUDY

John Cornwell

What the study includes:

- Barriers
- Benefits and contributions
- Ownership opportunities
- Potential rate impacts
- Potential legislation to encourage small-scale renewables
- Convene a work group



[HB 2021](#)

Deadline: September 30, 2022

Status:

- Project planning underway
- Recruiting for economist to help us with the analysis
- Working on external engagement plan and compiling list of potential workgroup members

BIENNIAL ZERO EMISSION VEHICLE REPORT

Jessica Reichers

What the report includes:

Report on ZEVs and the state's progress towards achieving its ZEV adoption goals

Spoiler Alert: While we have a lot going on and made significant progress, Oregon is not on track to meet the 2025 or 2030 goals

Deadline: September 15, 2021

Status: The report is in the final stages of publication after significant stakeholder feedback and engagement



[SB 1044](#) (2019)

BIENNIAL ZERO EMISSION VEHICLE REPORT

Jessica Reichers

Preview of the Top 6 Takeaways:

- ZEV adoption plays a critical role in supporting the state's efforts to **meet its greenhouse gas emissions reduction goals**.
- As **ZEVs approach cost parity** with gasoline-powered vehicles in the next few years, incentives will mean increasing numbers of models are more affordable than equivalent gas models.
- ZEV platforms **availability is rapidly increasing**, especially in the light-duty passenger vehicle sector.
- DEQ's Charge Ahead rebate is a pivotal state policy to support **equitable ZEV adoption**.
- Electric utilities are prepared to handle increasing light-duty ZEV adoption in the near term and have historically been able to **provide load growth equivalent** – and in some cases more than needed – to support transportation electrification.
- Availability and reliability of **sufficient charging infrastructure** is necessary to achieve the state's ZEV goals, and the defined metrics are needed to more precisely measure and report on the state of charging infrastructure in Oregon.



Questions/Comments on ODOE Studies?

www.oregon.gov/energy/Data-and-Reports/Pages/ODOE-Studies.aspx

Strategic Plan Update

Ruchi Sadhir

EAWG & STRATEGIC PLAN

Excerpts from [EAWG Charter](#):

- **Section 2:** "To further the public interest, the Department has been working to increase transparency of its programs and activities and to foster close communication and collaboration with energy users and other stakeholders with an interest in the provision of energy. A broad purpose of the EAWG is to serve as a forum to further these objectives and to provide feedback on the strategic priorities and long-term vision for the Department."
- **Section 4(a):** "Strategic Priorities and Long-Term Vision: During the development of its strategic plan, the Department will provide 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, the Department will share information about progress of strategic plan actions to keep EAWG members informed of its implementation."

PURPOSES OF STRATEGIC PLAN

- Define our organizational values and improve operations to shape how we work together and serve our mission
- Clearly prioritize and define ODOE's work, and build better understanding by – and stronger collaboration with – stakeholders like the EAWG
- Measure progress and strengthen alignment between our goals, programs, and budget



OREGON DEPARTMENT OF ENERGY

Leading Oregon to a safe, equitable, clean, and sustainable energy future.

Our Mission

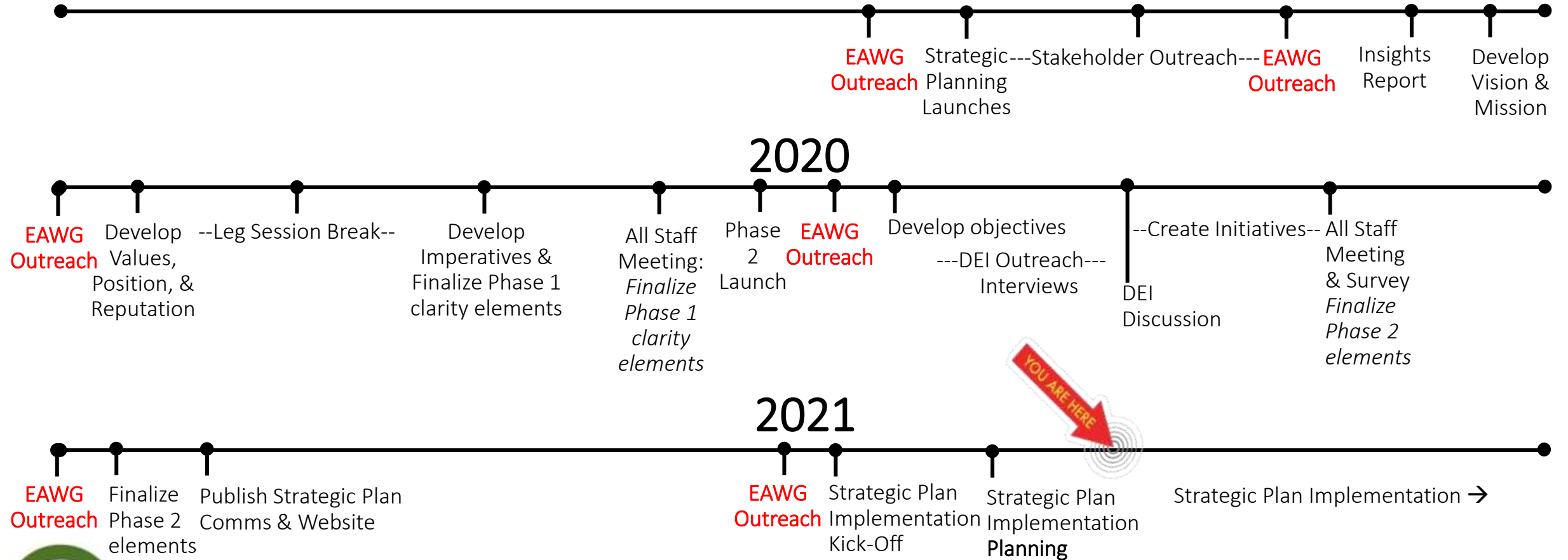
The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.

What We Do

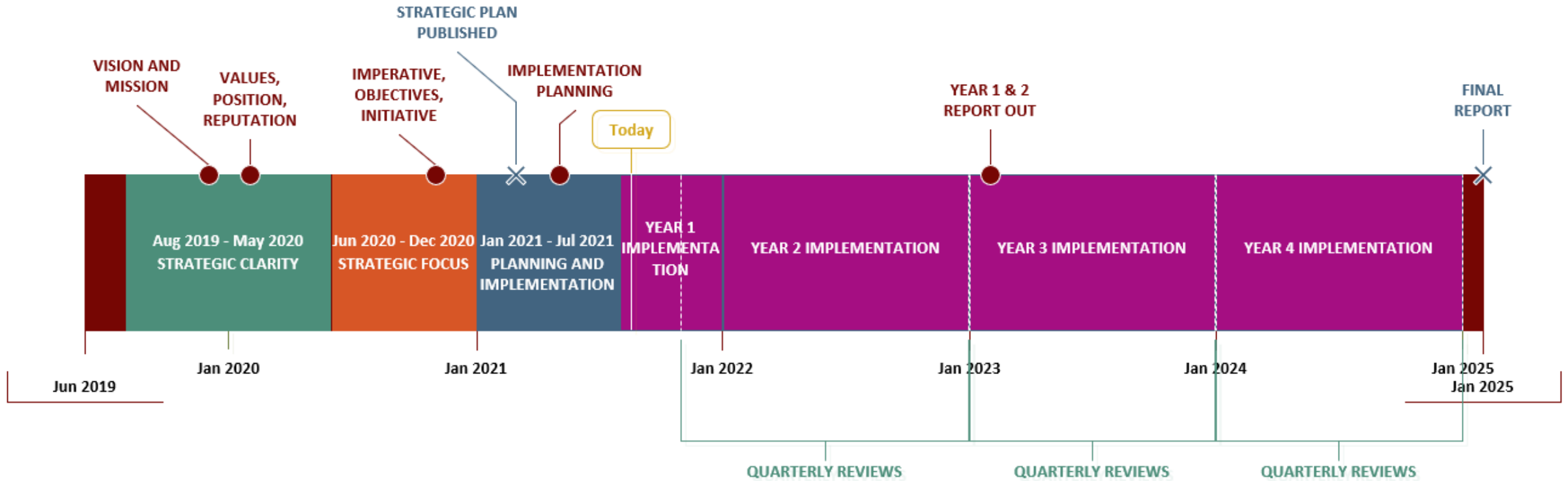
On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- A Central Repository of Energy Data, Information, and Analysis
- A Venue for Problem-Solving Oregon's Energy Challenges
- Energy Education and Technical Assistance
- Regulation and Oversight
- Energy Programs and Activities

STRATEGIC PLANNING TIMELINE



FOUR-YEAR TIMELINE



PLANNING FOR IMPLEMENTATION

Grounding

- Moving from strategy to action

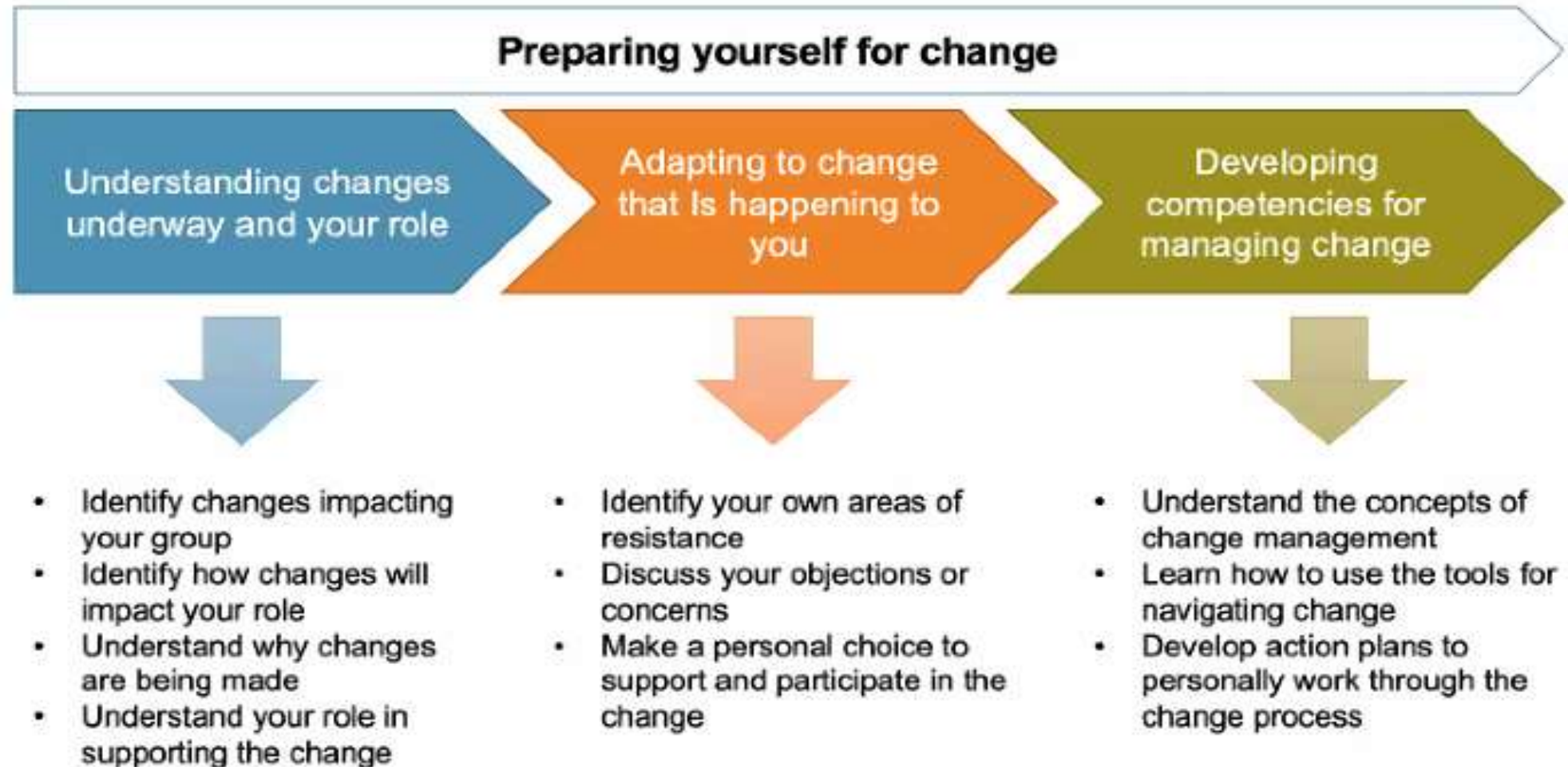
Prioritization

- Considering complexity, needs, and alignment with existing efforts






Change management

- Strong skills and interest
- Addressing pockets of resistance (which is expected!)
- Effective communication & flow of information for staff

CHANGE MANAGEMENT



2021-2024 IMPERATIVES/FOCUS AREAS

-  Expand and Improve Stakeholder Engagement
-  Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes
-  Assess and Enhance Organizational Data Capabilities
-  Assess and Modernize Agency Programs and Activities
-  Optimize Organizational Efficiency and Impact

Imperatives Objectives

Expand and Improve Stakeholder Engagement

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

Initiatives

- Conduct assessment of current agency boards and decision-making bodies to identify opportunities for more diverse representation
- 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
- 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
- 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.
- Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs and services
- Increase agency Diversity, Equity, and Inclusion awareness and fluency

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

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

- Establish and internally communicate agency data standards and tools
- Assess and enhance agency data management roles, responsibilities, and internal structures
- 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
- 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
- Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps

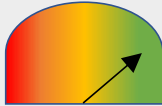
- Conduct a strategic evaluation of each program and activity.
- Share the outcomes of the strategic evaluation and describe the alignment of programs and activities with ODOE's mission and position statements. Where necessary, identify actions to achieve better alignment.
- Collaborate with energy stakeholders 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)
- 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 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.

Optimize Organizational Efficiency and Impact

- Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)
- Increase "Efficient and effective processes & procedures" (Whole Systems Model) survey score to at least 3.5
- Increase in Key Performance Measure customer satisfaction score to at least 95%

- Update and improve employee development and recognition plans and programs
- Create internal action teams to identify and implement cross-functional process improvements
- Evaluate and improve agency collaboration and communication culture
- Update ODOE's KPM customer satisfaction survey and implement timelier customer service evaluations

IMPERATIVE REPORT OUT & HIGHLIGHTS


Imperative		Objectives	Status
Expand and Improve Stakeholder Engagement		Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Developing baseline
Timing	Status	Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Developing baseline
Q3 2021	Agency has prioritized moving on this imperative early Planning is underway 	Year-over-year increase in the external use of agency produced reports, studies, and presentations	Developing baseline

Highlights and Look Forward

<p>Work Underway</p> <p>Planning initiatives: communication plan and engagement process, building relationships with external entities, and creating liaisons and ambassadors</p> <p>Prioritizing engagement for programs passed in 2021 legislative session</p>	<p>What's Next</p> <p>Determine who are "historically and currently underserved populations and communities"</p> <p>Baseline information and determine staff capacity</p>
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <p>Created internal Strategic Engagement Team (e.g. scoping for new 2021 studies)</p> <p>Online portal for public comments for application site certificates amendments</p> <p>Post-session debriefs and legislative report</p>	<p>Challenges and Needs</p> <p>Defining "diversity" for agency stakeholder groups and advisory boards</p>
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Imperative		Objectives	Status
Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes		Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color	Developing baseline
Timing	Status	Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Developing baseline
Q3 2021	Planning Underway 	Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway

Highlights and Look Forward

Work Underway

Building relationships with Oregon universities to enhance internship program and expand recruitments
 ODOE staff completing Intercultural Effectiveness Survey
 Prioritizing equity for programs passed in 2021 legislative session

What's Next

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


Accomplishments and Challenges

Accomplishments/Lessons Learned

ODOE communications staff assisted with statewide DEI conference
 Translated strategic plan into four additional languages

Challenges and Needs

DEI consultant could help ODOE engage with underserved populations

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	Not Started
Timing	Status		
Q3 2021	Planning Underway 		
		Year-over-year increase of collection, review, and analysis of data	Developing baseline
		Year-over-year increase in data sharing relationships	Developing baseline

Highlights and Look Forward


Work Underway
 Action planning for initiative on internal data management roles
 Recruiting for Research Analyst position (21-23 Budget)
 Interagency collaboration on equity mapping, demographic data

What's Next
 Look at ideal future state for internal structure, roles, and responsibilities on data
 Practice and pilot ideas during development of 2022 BER
 Data partnerships on upcoming ODOE studies

Accomplishments and Challenges

Accomplishments/Lessons Learned
 Strong interagency coordination and cooperation on BiZEV
 Included demographic questions in KPM survey
 Census data training and usage by ODOE staff

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


Imperative		Objectives	Status
Assess and Modernize Agency Programs and Activities		100% of ODOE programs and activities align with ODOE mission and position statements	Not Started
Timing	Status	Complete assessment of ODOE work in the context of the state's energy ecosystem to identify redundancies and gaps	Not Started
Q3 2021	Planning Underway 		

Highlights and Look Forward

<p>Work Underway</p> <p>Ensuring new programs and activities align with mission and strategic plan imperatives</p>	<p>What's Next</p> <p>Concept development and scoping of Key Energy Indicators during 2022 BER development (Winter 21/22)</p> <p>Strategic Evaluation of Siting Program and Process (RFP)</p>
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <p>Worked with legislature to modernize some existing ODOE programs and optimize new ones</p>	<p>Challenges and Needs</p> <p>Determine scope of assessment related to ODOE's programs and activities</p>
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Imperative		Objectives	Status
Optimize Organizational Efficiency and Impact		Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	2019 baseline - 3.79; re-eval TBD
Timing	Status	Increase “Efficient and effective processes & procedures” survey score to at least 3.5	2019 baseline - 2.73; re-eval TBD
Q3 2021	Planning Underway 	Increase in Key Performance Measure customer satisfaction score to at least 95%	KPM survey underway

Highlights and Look Forward

Work Underway	What's Next
<ul style="list-style-type: none"> Action planning for initiative on cross-functional improvements Evaluating results of enhanced KPM survey 	<ul style="list-style-type: none"> Develop pilot for replicable, scalable Process Improvement Pathways Survey of staff to identify opportunities for process improvements

Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
<ul style="list-style-type: none"> Evaluated siting process and eliminated paper copy submittal requirements for annual compliance plans Efficiencies identified as agency has evolved during COVID response 	<ul style="list-style-type: none"> Organizational capacity and managing change Recruitment of new staff to run new programs (from 2021 legislative session)

QUESTIONS FOR EAWG

Do your organizations have any similar imperatives and objectives?

- How are you baselining and measuring progress? Do you have any methodologies that you could share with ODOE?
- Have you run into barriers, challenges, or lessons learned in your similar efforts that would be helpful for ODOE to consider in implementation?

Are there EAWG members interested in supporting ODOE particular imperatives and objectives?

- (1) Expand and Improve Stakeholder Engagement; (2) Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes; (3) Assess and Enhance Organizational Data Capabilities; (4) Assess and Modernize Agency Programs and Activities; and (5) Optimize Organizational Efficiency and Impact