

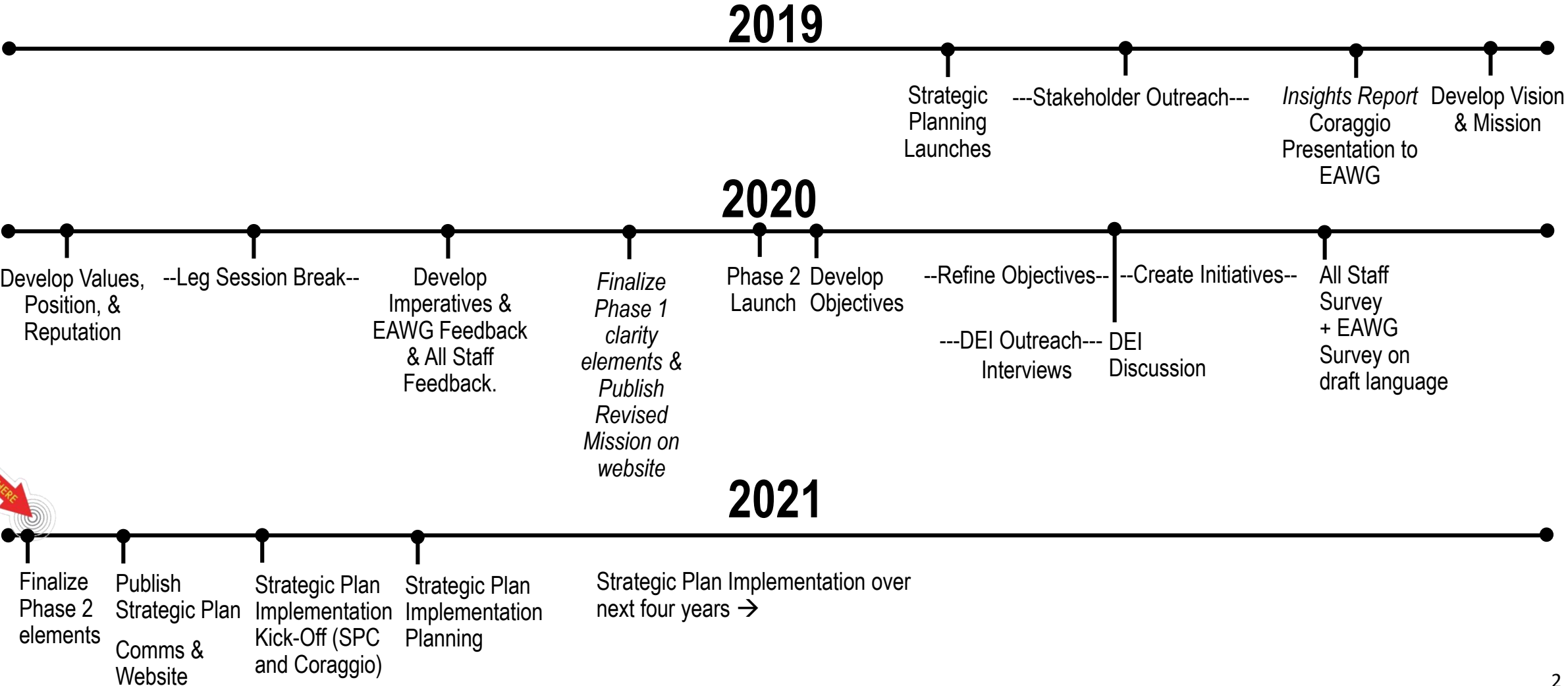


OREGON
DEPARTMENT OF
ENERGY

ODOE Strategic Plan Update

Energy Advisory Work Group
January 14, 2021

Strategic Planning Timeline





Strategic Clarity (Phase 1)

- **Vision:** what is the idea future state we are trying to create?
- **Mission:** what is our purpose? What are we here to make happen?
- **Position:** what unique and sustainable value do we deliver, where do we deliver, and for whom?
- **Values:** what are the fundamental beliefs that shape how we work together and serve our mission?
- **Reputation:** what do we want to be known for? What is the enduring perception or emotion that describes the total experience of our organization?

Strategic Focus (Phase 2)

- **Strategic Imperatives:** what must be accomplished over the planning horizon?
- **Objectives:** how will we measure success?
- **Initiatives:** what collective actions do we need to take that are transformative in nature?
- **DEI Approach:** how are we incorporating DEI into our approach? Where and how?

Strategic Plan Elements

Revised Vision, Mission, Values

Reminder: Posted on ODOE's website in May 2020

- **Our Vision:** A safe, equitable, clean, and sustainable 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.
- **Our Values:**
 - 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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Our Vision, Mission, and Values

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- NEWS RELEASES



The Oregon Department of Energy is currently developing a 2020-2025 Strategic Plan. In it, we are updating our vision, mission, and values – as well as our "position," explaining how we do our work. These elements may have further edits as we finalize the Plan this fall.

Our Vision

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Our Position

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,

<https://www.oregon.gov/energy/About-Us/Pages/Mission-Values.aspx>

Revised Position Statement

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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.

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Phase 2 – Strategic Imperatives 2021-2025

- **Expand & Improve Stakeholder Engagement:** Better engage a diverse range of stakeholders to create a more inclusive and coordinated discussion; help the agency prioritize and share its work externally to inform solutions or better partner on common goals.
- **Build Practices and Processes that lead to Inclusive and Equitable Energy Outcomes:** Examine programs, processes, and practices with a focus on historically and currently underserved populations and communities.
- **Assess and Enhance Organizational Data Capabilities:** ODOE can continue to enhance data skills and systems, work with data providers, vet analytical assumptions, and produce unbiased data and information.
- **Clarify Role and Assess Existing Programs and Activities:** With many agencies and organizations active in the energy field, the state could benefit from clarifying ODOE's role, examine existing programs, along with identifying redundancies and gaps.
- **Optimize Organizational Efficiency and Impact:** Further ODOE's effectiveness through improved policies and processes and greater direction using the strategic plan. Align resources and be more effective, adaptive to change, and resilient.



Survey Feedback Summary

1. **General concern on the specificity and measurability of the plan's objectives**
2. **Opinions on strategies needing to be more action oriented, with clear outcomes**
3. **Capacity concerns to accomplish plan strategies**
4. **Overcomplicated language and clarity of action (BIPOC, Gallup, plan for a plan, etc..)**
5. **Questions were mainly on action planning (who, how, what?)**
6. **General feedback to bring objectives and strategies down in elevation**
7. **Lack of control on some outcomes (programs, policy, applicants, etc..)**
8. **Some redundancy and overlap between imperatives (equity, stakeholder engagement, etc..)**

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

Addressing Feedback

Feedback Summary from Coraggio	Revisions
1. General concern on the specificity and measurability of the plan's objectives	Making revisions to objectives to be more clear and specific
2. Opinions on strategies needing to be more action oriented, with clear outcomes	Address in implementation phase (revisions to work plans, budget planning, etc)
3. Capacity concerns to accomplish plan strategies	Add narrative that strategies will help ODOE work more effectively over four years (rather than add new work); Will address/level set in developing implementation plan
4. Overcomplicated language and clarity of action (BIPOC, Gallup, plan for a plan, etc..)	Making revisions to describe this work more clearly and using fewer acronyms
5. Questions were mainly on action planning (who, how, what?)	Address in strategic plan implementation (work plans, budget planning, etc)
6. General feedback to bring objectives and strategies down in elevation	Making revisions to objectives to be clearer and more specific and addressing some in implementation phase
7. Lack of control on some outcomes (programs, policy, applicants, etc..)	Adding narrative to explain role of ODOE and its strategic plan in the broader energy ecosystem
8. Some redundancy and overlap between imperatives (equity, stakeholder engagement, etc..)	Adding narrative on ODOE role and use of interconnected initiatives and imperatives to ensure successful implementation



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Oregon Renewable Energy Siting Assessment (ORESAs) Update

Energy Advisory Work Group
January 14, 2021

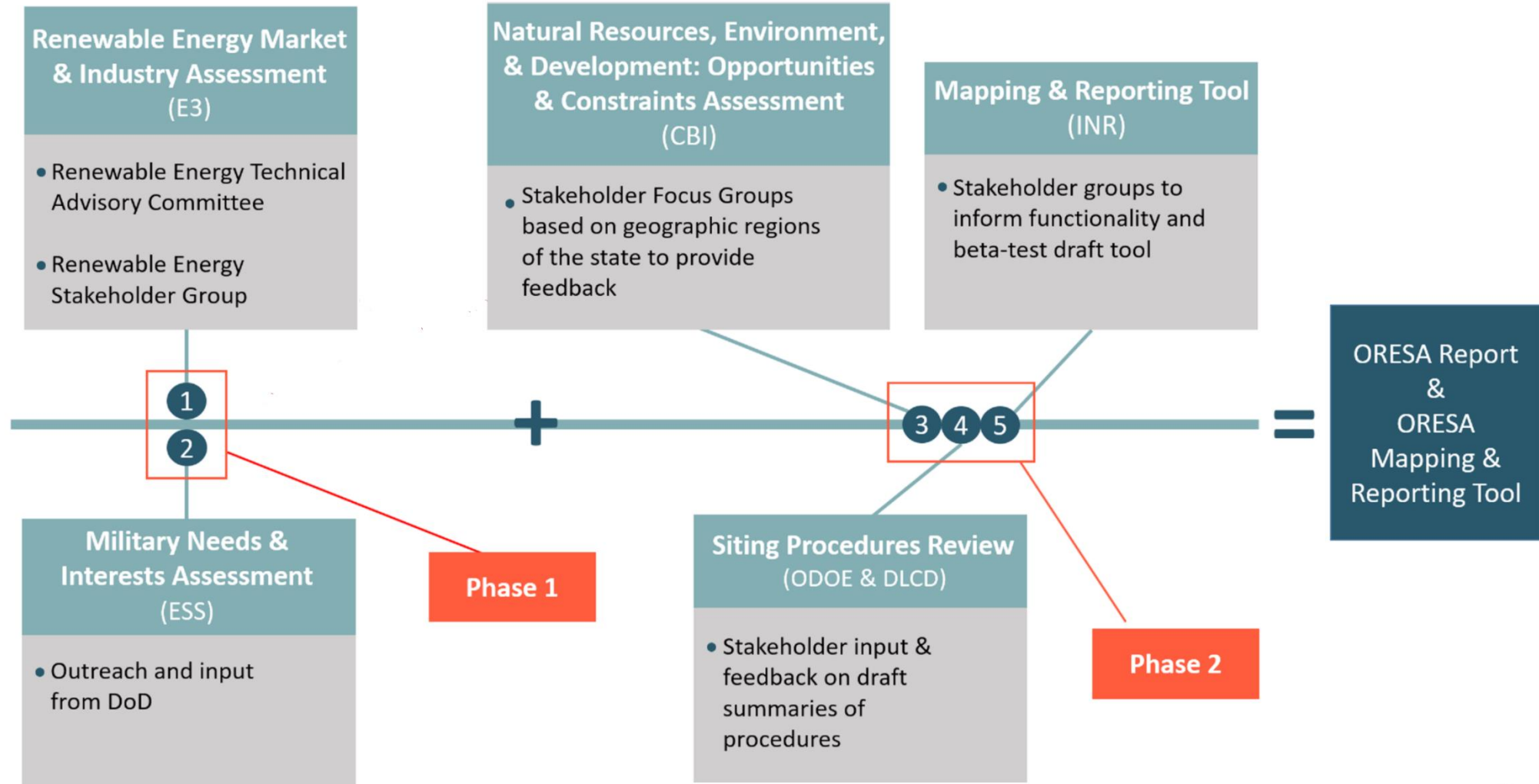
ORESA Background

- The ORESA project is funded through a \$1.1 million U.S. Department of Defense [Office of Economic Adjustment](#) (DOD-OEA) grant awarded to the Oregon Department of Energy, working with the [Department of Land Conservation & Development](#) and Oregon State University's [Institute for Natural Resources](#).
- The project will collect data and information through assessments and a mapping tool to build an understanding of the opportunities and constraints that come with renewable energy and transmission development in Oregon.

ORESA Goals & Objectives

- **DOD-OEA's** overarching goal is to support military compatibility through coordination with local, regional, and state agencies and raise awareness about the military through the ORESA project.
- **Key project goals** are to create relevant educational tools for stakeholders, agencies, local governments, and policy makers about renewable energy development, military training and operational areas, economic/community benefits, land use considerations, natural, cultural, and environmental resources, and other regulatory requirements.
- **Key project objectives** are baselining data, information, and perspectives to create a transparent, consistent collection of trusted, accurate information in Oregon, without recommendations or endorsements, and noting where information may be imprecise or uncertain.

ORESA – 5 Project Components



ORESA Stakeholder Engagement Opportunities

- All webinar recordings are available on the ODOE website
 - E3 – Renewable Energy Market and Industry Assessment Webinar – October 14, 2020
 - Conservation Biology Institute – Regional Webinar Series – December 15, 2020 through January 14, 2020
- Upcoming Webinar hosted by E3 - 3:30-4:30 p.m. on January 19, 2021 on preliminary results of the model used in Renewable Energy Market and Industry Assessment
- Institute for Natural Resources (INR) will be convening user groups and beta testing groups to develop the mapping and reporting tool in March 2021:
<https://www.oregon.gov/energy/energy-oregon/Documents/ORESA-Mapping-Tool-Two-Pager.pdf>
- Sign up for project updates:
<http://web.energy.oregon.gov/cn/a6n53/subscribe>