<table>
<thead>
<tr>
<th><strong>Imperative</strong></th>
<th><strong>Objectives</strong></th>
<th><strong>Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and Improve Stakeholder Engagement</td>
<td>Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards</td>
<td>Developing baseline</td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td><strong>Objectives</strong></td>
<td><strong>Status</strong></td>
</tr>
<tr>
<td>Q1 2022</td>
<td>Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities</td>
<td>Exploring metrics</td>
</tr>
<tr>
<td></td>
<td>Year-over-year increase in the external use of agency produced reports, studies, and presentations</td>
<td>Exploring metrics</td>
</tr>
</tbody>
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### 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/Lessons Learned

#### 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

- 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
## Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes

### Timing

**Q1 2022**
- Operational efforts making progress
- Initiative implementation in development

### Status

- **Operational efforts making progress**
- **Initiative implementation in development**

## Objectives

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Year-over-year increase in the percent of agency job applicants identifying as Black, Indigenous, and People of Color</td>
<td>Exploring metrics</td>
</tr>
<tr>
<td>Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs &amp; services</td>
<td>Exploring metrics</td>
</tr>
<tr>
<td>Increase agency Diversity, Equity, and Inclusion awareness and fluency</td>
<td>Underway</td>
</tr>
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</table>

## Highlights and Look Forward

### Work Underway
- Refinement to Solar+Storage Rebate Program to improve access for low-income service providers, such as affordable housing organizations
- Prioritizing equity for new ODOE programs (2021-2022 session)
- Measuring and tracking intern experiences
- Developing better understanding of who we serve by collecting demographic data

### What's Next
- 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
- Scoping for DEI Action Plan approach
- 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

## Accomplishments/Lessons Learned

- Ensuring materials/web are available in more languages, e.g., Wildfire applications translated into Spanish; input portal translation
- Now have translation available for online public meetings

- 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

## Challenges and Needs

- DEI consultant or alternative pathways for ODOE to engage, agency-wide, with underserved populations
- 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.
Assess and Enhance Organizational Data Capabilities

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<tbody>
<tr>
<td>Q1 2022</td>
<td>Initiatives Underway</td>
<td>100% of specified agency products (e.g., produced reports, studies, and analyses) use standardized agency data methodologies or tools</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Year-over-year increase of collection, review, and analysis of data</td>
<td>Exploring metrics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Year-over-year increase in data sharing relationships</td>
<td>Exploring metrics</td>
</tr>
</tbody>
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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
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<tr>
<td>Assess and Modernize Agency Programs and Activities</td>
<td>100% of ODOE programs and activities align with ODOE mission and position statements</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td>Complete assessment of ODOE work in the context of the state’s energy ecosystem to identify redundancies and gaps</td>
<td>Not Started</td>
</tr>
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**Highlights and Look Forward**

**Work Underway**
- Finalizing list of programs to be evaluated
- Developing strategic evaluation elements, including methods to receive feedback from program participants

**What's Next**
- Reviewing Biennial Energy Report feedback responses on Key Energy Indicators
- Share list of programs and evaluation elements for feedback

**Accomplishments and Challenges**

**Accomplishments/Lessons Learned**
- Worked with legislature to ensure new programs align with ODOE mission and position
- Provided electronic incentive program interfaces to modernize interaction with applicants

**Challenges and Needs**
- Approach and scale of assessment related to ODOE's programs and activities
- Need more feedback on Key Energy Indicator ideas
## Optimize Organizational Efficiency and Impact

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<tr>
<td>Q1 2022</td>
<td>Initiative Underway</td>
<td>Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)</td>
<td>2019 baseline - 3.79; Reevaluate in Q1 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase “Efficient and effective processes &amp; procedures” survey score to at least 3.5</td>
<td>2019 baseline - 2.73; Reevaluate in Q1 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase in Key Performance Measure customer satisfaction score to at least 95%</td>
<td>Planning underway for improved methodology</td>
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### Work Underway
- Improving procurement process to be more efficient and accessible.
- Payroll's transition to Workday
- Recruitment of new staff to run new programs (from 2021 and now 2022 legislative sessions)

### What's Next
- Streamlining/optimizing platforms for document sharing and collaboration
- Testing and preparation for ORBuys before launch

### Accomplishments and Challenges
- **Managing change and capacity**, identifying efficiencies during time of change and uncertainty
- Enhancements to KPM survey provided more useful/relevant feedback; additional adjustments needed to make it more timely.
- Processes are unique, so need to adapt and "right-size" solutions

### Challenges and Needs
- Disruptions and staffing changes
- Project prioritization, e.g., competition with other ODOE projects and business needs