



OREGON
DEPARTMENT OF
ENERGY

2026-2029 Strategic Plan

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.

Message From the Director

State leaders created the Oregon Department of Energy following the international oil crisis of the early 1970s, which led to a nearly 300 percent increase in gasoline prices, changed our daily lives, and influenced global politics and economies for years. The statute creating the agency noted that continued growth and demand for non-renewable energy poses a serious and immediate – and future – problem. “It is essential that future generations not be left a legacy of vanished or depleted resources, resulting in massive environmental, social, and financial impact,” reads the statute. It also declared that ODOE should promote the efficient use of energy resources and develop permanent sustainable energy resources.

A lot has changed since then, but much remains the same – including our vision to create a safe, equitable, clean, and sustainable future. The breadth of our services and expertise has expanded and evolved, and our team continues to work with technical, industry, and policy experts to provide important guidance, information, and support for the public and our partners. Our agency just finished celebrating its 50th year of public service and embraced our origins by presenting a new state energy strategy that will chart the course to an affordable, equitable, and reliable clean energy future.

With a new energy strategy in place for Oregon, it’s only fitting that we also now present a new strategic plan for ODOE – one that provides clarity and focus to more effectively deliver on our mission. Strategic planning enables an organization to: set its direction; establish goals; prioritize its work; measure progress; and allocate limited time, resources, and attention – all while fostering organizational cohesion, shared purpose, and common values.

ODOE’s strategic plan identifies five Pillars, or areas of focus:

1. Addressing Oregon’s greatest energy challenges
2. Proactive, inclusive collaboration and communication
3. Accessible, effective services and programs
4. Aligned, well-supported people and operations
5. Reliable, modern data and analysis

In addition to providing strategic areas of focus for the plan’s horizon, the Pillars also serve as the foundation for our success that carries us forward as an agency. Each Pillar has associated goals, actions, and progress indicators that may change in each future strategic planning revision.

I am grateful to the ODOE team as well as many individuals and organizations that provided input through surveys, interviews, and work sessions to help shape this strategic plan. I’d also like to thank our consultant, Pivotal Resources, which supported us through the process to build a plan that will guide ODOE and kick off our next 50 years of public service.



Janine Benner, Director



Our Values

Accountability: We hold ourselves accountable for our decisions, learn from our actions, and intentionally pursue improvement.

Equity: We design and deliver our work to remove barriers for currently and historically underserved communities and ensure meaningful participation for everyone.

Fiscal Responsibility: We are careful stewards of the resources entrusted to us.

Inclusion: We actively seek diverse perspectives and create inclusive environments through meaningful engagement, consultation, and collaboration.

Innovation: We seek creative solutions and embrace opportunities to address Oregon’s complex energy needs.

Integrity: We are ethical and transparent in conducting our work to meet our mission.

Professional Excellence: We are committed to high quality work informed by expertise in our respective fields.

What We Do

On behalf of Oregonians across the state, the Oregon Department of Energy meets our 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](#).

The Oregon Department of Energy is guided by a set of Oregon Revised Statutes and Oregon Administrative Rules. ODOE's statutory authority is derived from Oregon Revised Statutes Chapters 469, 469A and 470, and interpreted in Oregon Administrative Rules Chapter 330 and Chapter 345.

Agency Structure



The **Planning and Innovation Division** helps Oregonians make informed decisions about reducing greenhouse gas emissions, increasing energy efficiency, lowering energy costs, and diversifying the state's electricity portfolio and fuel resources to include cleaner, more efficient alternatives. The division works closely with technical, industry, and policy experts in and out of state government in providing technical assistance, administering programs, and addressing questions from the legislature, other state agencies, businesses, and the public related to four areas: Energy Efficiency and Conservation, Energy Technology and Policy, Codes and Standards, and Climate Change. P&I also provides staff support to the Oregon Climate Action Commission.

The **Energy Development Services Division** administers programs that provide financial incentives or grants to homeowners, renters, businesses, nonprofits, Tribes, schools, consumer-owned utilities, and public bodies. EDS-supported projects help increase energy efficiency, reduce costs, generate renewable energy, encourage community resilience, and support the alternative fuels market. Examples of EDS programs include heat pump incentives and the Community Renewable Energy Grant program, as well as federally funded programs like Grid Resilience and home energy rebates. This division also manages tasks related to former incentive programs that no longer have state or federal funding.

The **Nuclear Safety and Energy Security Division** protects the health and safety of Oregonians and our environment, and advances and supports secure and resilient communities. This is accomplished by leading Oregon's nuclear safety program, managing radioactive waste disposal and radioactive materials transport programs, representing Oregon's interests in the Hanford Nuclear Site cleanup and the Hanford Natural Resource Damages Assessment process, and staffing the Oregon Hanford Cleanup Board. The division also develops and implements Oregon's Energy Security Plan, managing our emergency planning and response program for gasoline, diesel, jet fuel, and propane, and implements the County Energy Resilience Grant Program.

The **Energy Facility Siting Division** manages the public process to review and consider the siting of state-jurisdiction energy facilities. The process balances the importance of, and need for, large-scale energy generation, transmission, and storage facilities against the potential impacts of those facilities to the built and natural environments, as well as other important state resources. Oregon's energy facility siting process facilitates coordination with Tribes, local governments, and other state agencies, and includes analysis of the environmental, regulatory, and technical aspects of proposed energy facilities in an open and inclusive public process to ensure compliance with Oregon's siting standards. The Siting division provides staff support to the Energy Facility Siting Council, which decides whether to issue site certificates for facilities and is responsible for oversight of those energy facilities and radioactive materials in the state.

The **Central Services Division** safeguards the agency's financial integrity and ensures the business, workforce, and technology systems that sustain ODOE's operations are strong, reliable, and accountable. The division directs the agency's budgeting and accounting practices, administers payroll, procurement, and grants, supports employees and managers through human resource services, and maintains the information technology systems that support daily work. Through these responsibilities, Central Services protects public resources, strengthens internal operations, and provides the operational foundation that enables the agency to carry out its mission effectively and transparently.

The **Director's Office** provides leadership and support for activities and programs across the agency. The office represents the agency and Oregon's energy interests in key local, state, and national energy forums and ensures that ODOE's websites, communications, educational information, and other materials are accessible and useful. The office also supports engagement and maintains positive relationships with Tribes, elected officials, environmental justice communities, utilities, industry leaders, and other partner organizations through forums such as the Energy Advisory Work Group. Finally, the director's office supports risk mitigation through the internal audit function and provides project management resources.

Plan Development

The Oregon Department of Energy created our first ever agency-wide strategic plan for 2021-2024. In 2025, we pulled together an internal strategic planning committee with representatives from across the agency to begin development of a new plan to serve the next four years. There were staff on the committee from our Information Technology section and our Strategic Engagement Team to help incorporate and reflect our Diversity, Equity, Inclusion, and Belonging work and IT Strategic Plan. Our consultants also reviewed our [IT Strategic Plan](#), current [Diversity Equity and Inclusion Implementation Plan and Strategic Approach](#), and other key plans and reports to align agency priorities. Implementation of this strategic plan will inform development of a new DEI Action Plan in June 2027.

The first phase focused on listening; we heard input from about 100 survey takers, 15 one-on-one interviews, 11 workshops, two Energy Advisory Work Group meetings, three ODOE all-staff meetings, and consultation with the Governor's Office. Some sessions included a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) or PESTLE analysis (Political, Economic, Social, Technological, Legal, and Environmental). The input gathered helped the strategic planning committee begin building our new plan's elements.

Strong themes emerged for how ODOE's strategic plan should guide our work, including focusing on accessible and transparent public processes and decision-making, equitable and inclusive engagement, plain language and compelling storytelling to support public knowledge of energy and our work, strong leadership in times of difficulty, modern data systems and analysis, among others.

Ten key takeaways for ODOE to consider over the next four years:

1. ODOE has an opportunity to leverage its storytelling ability to make materials and information more public friendly, including focusing on using plain language for a variety of audiences.
2. Programs can be strengthened to be more accessible to underserved, Tribal, and rural communities.
3. ODOE can move beyond the "energy expert circle" and increase use and effectiveness of its services and programs by improving engagement — making it more inclusive by boosting entry of new voices and building trust.
4. ODOE's roles and responsibilities can be further clarified to avoid confusion about overlap and authority within ODOE, as well as with other agencies and institutions.
5. Agency staff are strongly committed and mission driven. Greater cross-team coordination would produce better work more efficiently, strengthen culture, and break down silos.
6. ODOE will need to lean on creativity and efficiency with a limited budget and sometimes volatile funding sources that mean fewer dollars, staff, and systems to do the work ODOE would like to do.
7. There is strong appetite to improve databases, tools, dashboards, and systems to provide more consistent and high-quality data and products.
8. ODOE has a unique opportunity to share expertise on modern energy challenges, such as the Northwest's transmission infrastructure's ability to keep up with new loads (especially from data centers and other technology), while resources for grid modernization are constrained.
9. ODOE's incentive and efficiency programs can help address rising energy costs for households, especially for the most vulnerable populations.
10. Public energy facility siting and permitting processes are important but complex. There is momentum to clarify and reduce timelines and streamline processes.



ODOE's 2026-2029 Strategic Plan

Pillars

Pillars are the foundational elements that make our agency successful and help us achieve our mission and vision. This plan strengthens these pillars by identifying goals, actions, and progress indicators that will bolster our work over the next four years.

1. Addressing Oregon's Greatest Energy Challenges
2. Proactive, Inclusive Collaboration and Communication
3. Accessible, Effective Services and Programs
4. Aligned, Well-Supported People and Operations
5. Reliable, Responsive Data and Analysis

Pillar 1: Addressing Oregon's Greatest Energy Challenges

The Oregon Department of Energy has many responsibilities that inform and influence our state's decisions, actions, and outcomes in energy and other critical areas. We contribute to and rely on guidance from robust data analysis, external engagement, consultation with technical experts and other state agencies, policy examination, and studies and reports to continually reassess priorities and identify solutions for Oregon's greatest energy challenges and opportunities. Recent legislatively authorized plans and strategies have outlined efforts and needs that will demand significant time. ODOE must focus daily work, programs, and projects on these areas of greatest need, while continuing to respond to emerging ideas, best practices, and shifting external circumstances. This will involve coordination with other state agencies to ensure alignment of recommendations, information, and programs across the state enterprise to most effectively and efficiently address Oregon's greatest challenges.

Pillar 1 Goals

1. Prioritized and aligned resources that support ODOE's role in implementing the [Oregon Energy Strategy](#) and advancing its five energy pathways.

2. Prioritized and aligned resources that support ODOE's role in addressing Oregon's greatest needs in energy security, nuclear safety, climate action, and natural climate solutions.
3. Flexibility to respond and strategically adapt to new legislative direction, best practices, and external circumstances.

Pillar 1 Actions and Progress Indicators

Action	Progress Indicators
<p>Review existing Key Energy Indicators and ensure alignment with the Oregon Energy Strategy, Energy Security Plan, and ODOE climate report recommendations. Where necessary, develop new KEIs to help the state monitor and assess advancement of objectives outlined in these guiding documents, progress on energy-related statutory and administrative targets, non-energy related benefits such as job creation and economic development, and general status of Oregon's energy systems.</p>	<ul style="list-style-type: none"> • Updated and aligned Key Energy Indicators that have been reviewed by peer agencies, the Energy Advisory Work Group, and other interested parties. • Identification of data sources and development of consistent collection methods.
<p>Conduct agency-wide planning and oversight for priority initiatives, such as the Oregon Energy Strategy, Energy Security Plan, and ODOE climate report recommendations. Track progress at the agency level to align priorities and better coordinate and allocate resources.</p>	<ul style="list-style-type: none"> • Selected and approved priority initiatives. • Oversight planning process created and aligned with project management approach. • Establishment of a regular portfolio review cycle for priority initiatives.
<p>Align ODOE's legislative approach and proposed budget development with Oregon's greatest energy challenges — consistent with revenue constraints and Governor's instructions — while maintaining support for statutorily obligated programs.</p>	<ul style="list-style-type: none"> • Submission of Agency Request Budgets and legislative concepts that advance the goals of Pillar 1. • Proposals incorporate feedback from Energy Advisory Work Group members and other interested parties.

Expand on and leverage knowledge and understanding of trends, technologies, new ideas, and emerging best practices in the energy industry so Oregon can be more proactive and strategically adapt to address its greatest energy challenges.

- Proactive discussions with Energy Advisory Work Group on energy industry trends as well as new ideas and best practices and their potential value for Oregon.
 - Development and publication of relevant articles and reports for Oregon leaders on emerging ideas, best practices, and evolving data.
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Pillar 2: Proactive, Inclusive Collaboration and Communication

ODOE works with diverse communities, organizations, and industries that contribute to and rely on constantly evolving policies, services, and resources. Engaging people with a range of perspectives builds mutual understanding and creates a more inclusive and coordinated discourse about challenges and solutions. Developing and using well-informed technical analysis as part of engagement and discourse can support collaboration. ODOE can strengthen our efforts to conduct inclusive and purpose-driven engagement, convene groups, effectively communicate ODOE services, develop connections, and problem-solve strategically across the state.

Pillar 2 Goals

1. Trusted, open, and durable relationships that encompass diverse perspectives.
2. Collaborative partnerships that identify shared goals and advance solutions to address Oregon's energy and related priorities.
3. Constructive discourse — convening various parties and guided by active listening — that promotes progress on important issues.
4. Clear, engaging, and accessible messaging and communications approaches and deliverables.
5. Efficient and streamlined ODOE staff coordination to enhance effectiveness of outreach, engagement, and collaboration.

Pillar 2 Actions and Progress Indicators

Action	Progress Indicators
Informed by the Engagement Framework, develop a consistent process for internal coordination that occurs before convening and facilitating external discussions.	<ul style="list-style-type: none">• Implementation and internal use of a centralized Engagement Framework.• Identification of technology or platforms to support coordination.

Review and improve agency Communications Approach to clarify expectations and guidance for program communications and engagement, including how engagement opportunities are identified, planned, and resourced to align with program priorities.

- Updated Communications Approach that identifies best practices for the agency.
- Annual customer service surveys show positive feedback and scores for engagement and communications-related questions.

Develop guidelines and methods for consistently assessing and managing reading levels for ODOE deliverables to the target audience, including accessibility, plain language, translation, and a reading level of eighth grade or below whenever possible.

- Increased readership and coverage of ODOE materials, such as reports and studies.
- Materials and communications meet accessibility requirements and are developed in plain language whenever possible.
- Materials and communications are translated or translatable where possible and appropriate.

Develop a shared Microsoft Teams use framework and support ODOE divisions and sections in aligning their existing Teams channels to improve communication, collaboration, and cross-team awareness.

- Inventory communication and collaboration tools to understand unique value of Microsoft Teams in our work.
- Publication of internal guidance on structure and norms for using Teams.
- Increased consistency in use across Teams channels.

Pillar 3: Accessible, Effective Services and Programs

Many of the people, communities, and businesses that most benefit from ODOE's programs — from energy efficiency to nuclear safety to building codes — are not technical experts or part of the energy industry. At the same time, ODOE is a key resource for researchers, energy and fuel companies, and interest groups who expect advanced levels of information, analysis, and support. We must design and implement each service and program to meet the specific needs of its intended user and actively reach out to those who can benefit from the services and programs.

Pillar 3 Goals

1. Strong understanding of how participant needs are considered while working within regulations and program requirements.

2. Intentionally designed services and programs — and associated information resources — that are relevant and tailored to serve their intended users.
3. Accessible services and programs to support participation of currently and historically underserved individuals, communities, and organizations.

Pillar 3 Actions and Progress Indicators

Action	Progress Indicators
<p>Develop an Engagement Framework to help ODOE determine the appropriate level of engagement and collaboration efforts for each program and project. This framework will focus on supporting participation of key constituencies, including currently and historically underserved individuals, communities, and organizations in ODOE program implementation and policy development.</p>	<ul style="list-style-type: none"> • Implementation and internal use of a centralized Engagement Framework, with early focus on collaboration with the nine federally recognized Tribes and consumer-owned utilities. • Surveys, including annual customer service surveys and after-event surveys, show positive feedback and scores for engagement-related questions. • Efforts also support Pillar 2 action on internal coordination.
<p>Improve understanding and clarity of the Energy Facility Siting Council process for multiple participants, including the public and developers, to support an efficient and meaningful energy facility siting process.</p>	<ul style="list-style-type: none"> • Completion of public-oriented resources that explain and increase interaction with the energy facility siting process. • Completion of developer-focused resources to help navigate the siting process and standards-based requirements.
<p>Build on Strategic Program Evaluations from previous Strategic Plan by identifying and addressing opportunities to make programs more effective and accessible. Consider target user needs, methods of sharing program information, and efforts to streamline processes and collect data on program effectiveness.</p>	<ul style="list-style-type: none"> • Identification of improvement opportunities. • Documented steps to make programs more accessible and effective.

Pillar 4: Aligned, Well-Supported People and Operations

ODOE's ability to deliver on its mission depends on a dedicated, skilled workforce and effective processes and technologies across all functions. By building on existing strengths, supporting clear roles and priorities, and continuously refining how we plan and execute our work, the agency can sustain high performance, manage workloads effectively, and ensure consistent, results-focused delivery of programs and services.

Pillar 4 Goals

1. Clear roles and workflows that support effective planning, efficient execution of agency work, and streamlined coordination among ODOE teams.
2. Intentional development of staff capability that supports effective performance and professional growth by aligning expectations, priorities, and roles.
3. Disciplined alignment of work, capacity, and priorities to maintain focus on the most critical mandates and work that is aligned with ODOE's strategic priorities and capacity.

Pillar 4 Actions and Progress Indicators

Action	Progress Indicators
Establish a flexible project management approach for the agency that scales based on complexity and scope of work, and that supports successful project completion.	<ul style="list-style-type: none">• Established project management best practices and templates that can be scaled based on needs.• Increased share of projects that employ project management tools.• Priority projects are delivered on schedule and within defined scope.
Complete and implement the agency Operations Center tracking system to support procurement, contract administration, and related finance operations while reinforcing shared understanding of roles, workflows, and expectations.	<ul style="list-style-type: none">• Implementation of Operations Center that is consistently used by staff.• Reduction in ad hoc inquiries related to contract status and related finance operations.
Identify and document critical processes across the agency to support continuity, efficiency, and effective execution.	<ul style="list-style-type: none">• Guidance and template developed for identification and documentation.• Critical processes are identified and documented in each division.• Reduced instances of process exceptions, escalations, or workarounds.

Assess how advanced technologies, like artificial intelligence, could streamline and make our work more efficient where appropriate and while considering impacts and risks.

- Areas of ODOE’s work where there may be opportunities to apply advanced technology are inventoried.
- Completion of advanced technology pilot approaches in development of Biennial Energy Report and in Energy Facility Siting Council project evaluation processes.
- Establishment of safeguards and plan to continuously evaluate them to mitigate impacts and risks that are aligned with statewide Department of Administrative Services guidance and requirements.

Foster a culture of continuous professional growth by integrating meaningful development discussion into performance management and identify growth opportunities aligned with agency priorities and operational needs.

- Inclusion of growth and opportunity development opportunities in documented annual performance discussions with all employees.
- Increased focus by managers to support role-appropriate growth opportunities that enhance skills, broaden experience, and build organizational capacity.

Pillar 5: Reliable, Responsive Data and Analysis

ODOE has a statutory responsibility to serve as a centralized repository of energy information and to provide useful, objective insights into Oregon’s energy and related environmental, safety, and security needs and trends. Meeting this responsibility in a rapidly changing landscape relies on data quality, analytical accuracy, clarity of roles, and intentional use of tools and resources. By strengthening how data is managed, analyzed, and applied, ODOE can ensure its information remains credible, accessible, and useful to support programs, services, policy development, and decision making.

Pillar 5 Goals

1. Data used and produced by ODOE is accurate, secure, organized, and managed in alignment with agency priorities and statutory responsibilities. It is used to inform energy and related programs, services, policy development, and decision making.
2. Roles and protocols for data collection, management, analysis, and stewardship are clear, understood, and applied consistently.
3. ODOE sustains a culture of innovation that encourages problem solving and trying emerging methods, increasing collaboration across teams, and exploring advanced technologies.

Pillar 5 Actions and Progress Indicators

Action	Progress Indicators
Build on ODOE's skill set to use new tools and better enable staff to acquire and analyze data, develop applied data sets, and produce information based on the data that follows established governance rules and processes.	<ul style="list-style-type: none">• Established baseline and gap analysis of the agency's current skill set.• Creation of training approach for advancing skills to close gaps.
Evaluate and implement data management and analytics technology to create a centralized ODOE data store ⁱ that supports automated reporting.	<ul style="list-style-type: none">• Existing tools and environments for data management and analytics are inventoried.• Centralized self-service data store and toolset established.• Technology solutions are selected and procured within budget and other constraints.
Evaluate, define, and use ODOE-generated and externally sourced data sets that are needed for the agency to remain a trusted source and serve as a centralized repository for energy information.	<ul style="list-style-type: none">• Updated inventory and gap analysis of current data.• Completion of a pilot project using a data store approach that follows governance procedures.
Clarify and strengthen agency-wide processes and accountability for managing, using, and stewarding priority data and analytical products.	<ul style="list-style-type: none">• Expanded scope and clearer focus for Data Governance team that emphasizes responsive and effective data management, analysis, security, and risk mitigation.• Published protocols and procedures for a new data store approach for the agency.

ⁱ A data store is a general term for any repository or technology that collects, manages, and stores digital information.

Next Steps and Implementation

ODOE's Leadership Team will be responsible for monitoring strategic plan implementation progress. Specific team members will be accountable for actions and progress indicators in each pillar. There will be regular implementation reporting to the [Energy Advisory Work Group](#) as well as updates for the public on our website to help ensure transparency and accountability:

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



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