

MEMORANDUM

To: Energy Advisory Work Group Members

From: Janine Benner, Director

Date: October 10, 2022

Re: Materials for October 17, 2022, Meeting

Thanks to those of you who were able to join us on Oct. 5th and share your updates. We appreciate hearing what's happening in your worlds!

We have a short agenda for our meeting next week, but it includes two big topics on which we're looking forward to engaging with you: the Biennial Energy Report and our Strategic Plan.

With the due date for the Energy Report right around the corner (Nov. 1) we are putting the final touches on the Energy by the Numbers, History Timeline, 101s, and Technical Reviews Sections and reviewing final drafts of our Policy Briefs. We're excited to share some highlights with you! For 2022, we're also planning to include some recommendations, and we'd like your feedback.

While analyzing the numbers, reviewing clean energy studies, researching existing and new technologies, and exploring clean energy policies, a common theme has emerged: Oregon would benefit from a strong statewide energy strategy to align policy development, regulation, financial investment, and technical assistance in support of an intentional transition to a low carbon future. This strategy, if done right, would optimize pathways to meet our clean energy goals, prioritize equity, balance tradeoffs, maximize benefits and minimize harms, and ultimately be used to make informed decisions and take action.

This theme is turning into our main recommendation, and we're eager to hear your thoughts.

- What about this idea do you like? What makes you nervous/what red flags do you have?
- What types of issues would need to be considered in developing a strategy?
- What categories of policy tools would need to be examined in a strategy?
- How could you see the state use an energy strategy?
- What additional data or analysis would be necessary to support such a strategy?

We know that you have thoughts and opinions about this and we're hoping for a lively conversation.

Our second topic is [ODOE's strategic plan](#). Attached to this memo you'll find an updated dashboard outlining progress being made on the overall plan. At next week's meeting we are

seeking your feedback on one of the key initiatives in our imperative to Assess and Modernize Agency Programs and Activities.

Please see the brief backgrounder attached to this memo that includes a list of the programs and activities we are proposing to evaluate and some questions for your consideration.

Attached to this memo, please find:

- Meeting Agenda
- Biennial Energy Report Table of Contents
- Strategic Evaluation backgrounder
- Strategic Plan Dashboard



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AGENDA

Energy Advisory Work Group

DATE: October 17, 2022

TIME: 1:00pm – 2:30pm

Oregon Department of Energy – via WebEx

Meeting Link: <https://odoe.webex.com/odoe/j.php?MTID=mb23a01daf5bc2b3fa81d805b94170f9d>

Password: EAWG

Call-in number: 1-408-418-9388 Access Code: 2348 161 5405

Time	Topic	Lead
1:00pm	Director's Welcome and additional EAWG updates	Janine Benner EAWG members
1:10pm	Biennial Energy Report: Preview and Recommendations <ul style="list-style-type: none">• Table of Contents• Preview of Content• Draft Recommendations Discussion	Jessica Reichers
1:35pm	Strategic Plan Updates <ul style="list-style-type: none">• Strategic Evaluation Initiative Discussion• Strategic Dashboards	Janine Benner Kaci Radcliffe
2:20pm	Q&A and Closing Comments	All

2022 BER Table of Contents

Executive Summary & Intro

Energy by the Numbers

Energy History Timeline

Energy Resource & Technology Reviews

- Electricity Generation
- Electricity Storage
- Energy Efficient Building Technologies
- Clean Vehicle Technologies
- Transportation Fuels
- Hydrogen

Energy 101s

- Oregon Fuel Action Plan
- Backup Power
- State Climate Programs and Actions
- Infrastructure Investments & Jobs Act (IIJA) Energy Funding
- Agriculture Electrification Options
- What Drives Energy Costs for Consumers?
- Radioactive Waste Management
- Public Utility Regulatory Policies Act (PURPA)
- Utility Resource Planning and Acquisition
- Long Duration Electricity Storage

Policy Briefs

- Pathways to a Clean Energy Future
- Oregon Clean Energy Opportunity Campaign: A Case Study in Equitable Engagement
- Oregon Energy Business Perspectives on Workforce and Supply Chain
- Expanding Energy Efficiency in Existing Buildings
- Beyond Energy Savings: The Co-benefits of Energy Efficiency

Conclusion

Recommendations

Closing Materials

ODOE Strategic Plan – DRAFT Strategic Evaluation Initiative for EAWG Feedback

Background: The Strategic Evaluation of ODOE’s Programs and Activities seeks to build an understanding of how each of ODOE’s programs helps meet the agency’s mission and the state’s energy policy needs. Our Strategic Plan calls for us to ensure that 100% of ODOE programs and activities align with ODOE mission and position statements. It is also an opportunity for us to take a deep dive look at each of our programs to ensure they are meeting their intended purposes. We will share the outcomes of the strategic evaluation and describe the alignment of programs and activities with ODOE’s mission and position statements – and, where necessary, identify actions to achieve better alignment.

Our Strategic Plan notes that Oregon's “energy ecosystem” is crowded, with many agencies and organizations active in the energy and climate change space. ODOE's mission and position (what we do) help clarify the big picture role that we see for ourselves – but within this clear role, there are programs and activities that overlap with our sister agencies, non-profit organizations, and utilities. In addition, Oregon's energy ecosystem has changed substantially since ODOE was created in the 1970s, and it's time to develop a clear understanding of whether older programs continue to meet their intended purposes and whether there are different or updated activities or programs that could better meet Oregon's goals and needs. This evaluation will inform that analysis.

This evaluation will help ODOE ensure that our programs and activities effectively deliver on our mission and improve the safety and resilience of Oregon communities, protect Oregonians and our environment from Hanford's nuclear legacy, mitigate the effects of energy infrastructure and use, and shape an equitable and affordable transition to a low-carbon economy for Oregon consumers and businesses. This imperative will help ODOE, decision-makers, and the public better understand the unique role and value of ODOE's programs and activities

EAWG Role: ODOE is asking for feedback as we create the criteria for evaluation. Our first step is to share the list and brief description of the programs and activities (below). Please note that this is a list that was compiled specifically for this evaluation – this is not the way that ODOE has delineated our programs and activities for budgeting purposes. As you look through this information, please think about:

- What programs and activities on the list are you involved with or familiar with? Do you see something missing?
- There is a brief description of each program or activity; is there other background information that might be helpful to include in these short descriptions?
- Are there particular criteria, in addition to alignment with ODOE’s mission, that would be helpful for ODOE to evaluate about these programs?

List and Brief Description of Programs and Activities

Energy Development Services

- **Community Renewable Energy Grant Program** provides grants for renewable energy and resilience project planning and grants for construction of community renewable energy and energy resilience projects in Oregon.
- **Energy Efficient Wildfire Rebuilding Incentive Program** provides incentives for energy efficient rebuilding of residential and commercial structures destroyed during the 2020 Labor Day wildfires.
- **Solar + Storage Rebate Program** provides rebates for solar electric systems and paired solar and storage systems for residential customers and low-income service providers in Oregon. Rebates are issued to approved contractors, who pass the savings on to their customers.
- **Heat Pump Incentive Programs** will support the deployment of heat pumps in Oregon through two separate programs. One will provide grants and rebates for rental homes and the other will provide grants to regional and tribal entities to establish their own heat pump deployment initiatives.

Nuclear Safety and Emergency Preparedness

- **Emergency Petroleum Fuel Supply Planning and Response** plans for and responds to any petroleum emergency supply or distribution issue in Oregon. The division is the state's Emergency Support Function (ESF) entity for petroleum fuel supply. Beginning in 2022, the division will be leading the development of Oregon's Energy Security Plan.
- **Hanford Nuclear Clean Up** represents Oregon's interests in the ongoing Hanford nuclear site cleanup. Our division has experts in radioactive waste management, hydrogeology, ecology, and safety, and has been engaged in Hanford cleanup policy since the site transitioned to cleanup from plutonium production in the late 1980s. Oregon's primary interest is ensuring that cleanup decisions and resource allocation are protective of the Columbia River. The division is also the state's trustee to the ongoing Natural Resources Damage Assessment and Restoration process at the Hanford site.
- **Radioactive Waste Disposal** implements Oregon's radioactive waste disposal regulations. This involves coordination with DEQ, OHA, and private Oregon-based companies that generate, transport, and dispose of waste. The program also provides technical support and annual monitoring of two former uranium mines and a uranium mill disposal site in Lake County.
- **Nuclear Emergency Preparedness and Safety** is responsible for preparation and managing a coordinated response to a potential nuclear emergency that affects Oregon from the Hanford nuclear site or the Columbia Generating Station nuclear power plant, both of which are located along the Columbia River in Washington state, just north of the Umatilla County border, or transportation accidents involving radioactive material. The division administrator is also the designated State Liaison Officer between Oregon and the Nuclear Regulatory Commission, and the division is the primary information source and expertise in state government related to nuclear power, nuclear waste, and other state and national policy questions related to nuclear issues.
- **Radioactive Waste Transport** collects fees from trucking companies that ship certain radioactive material through Oregon; these fees are then disbursed for training activities to first responders. Training is conducted annually and is led by experts from Oregon State University and Oregon Health Authority.

Planning and Innovation

- **1.5% Green Energy Technologies in Public Buildings** requires that 1.5 percent of the total contract price of a public improvement contract for new construction or major renovation of a public building in Oregon must be spent on green energy technology or an alternative.
- **Appliance and Equipment Standards** ensures that Oregon's appliance efficiency standards are continually updated to keep Oregon's codes in the top tier nationwide.
- **Building Energy Codes Expertise** supports the residential and commercial energy codes with training for industry and trade allies, works closely with the Building Codes Division (BCD), and serves on the Construction Industry Energy Board and the International Codes Council Commercial Code Subcommittee, providing energy technical expertise in the building energy codes process
- **Climate Change and Resilience** provides staff and climate change policy expertise to the Oregon Global Warming Commission and leads work in the agency on activities that mitigate greenhouse gases and improve the resilience of Oregon's energy sector.
- **Electricity and Markets Analysis** improves energy resource and smart grid planning and participates in numerous technical forums/committees to represent Oregon's interests.
- **Energy Data, Analysis, and Presentation** functions as the state clearinghouse for energy related data and information such as the Biennial Energy Report and Energy by the Numbers, as well as various data dashboards, like the Oregon ZEV Dashboard, the Solar Dashboard, and the Electricity Resource Mix. The program collects relevant and timely data and provides analysis to inform energy policy discussions, questions, and activities
- **Energy Efficiency Policy** participates in regional technical forums and committees as well as supporting collaboration and coordination with other energy related entities to promote the efficient use of energy resources.
- **Energy Efficiency Technical Assistance** provides technical assistance, training and outreach for energy audits, cogeneration, and agricultural energy efficiency. Includes the Rural & Agricultural Energy Audit Program, which is a \$100,000 grant from the USDA to help pay for up to 75% of the cost of an energy audit for agricultural producers and rural small businesses.
- **Home Energy Score Program Assistance** helps homeowners, homebuyers, and renters better understand a home's energy use. The statewide program developed a standard home energy scoring system to illustrate a home's energy efficiency and energy use and establish training requirements for licensed home energy assessors.
- **Local Energy and GHG Planning** provides technical assistance for Municipal Climate Action Planning and the USDOE SLOPE (State and Local Planning for Energy) platform.
- **Natural Gas and Alternative Fuels** provides tools, resources, and analyses on the policy options and technological advancements that can support achieving the state greenhouse gas reduction goals while maintaining a safe, clean, reliable, and resilient heating, industrial, and transportation fuel system.
- **Public Purpose Charge - Large Industrial Self Direct (LECCP)** administers industrial efficiency projects under the Public Purpose Charge (SB 1149) self-direction program, and works with businesses and industries to achieve energy savings in existing, new, and renovated buildings, and other facilities.
- **Public Purpose Charge - Schools Program Delivery** establishes guidelines for the use of these funds, collects and analyze energy use information, provides technical support for energy efficiency audits, and helps create a biennial report to the Legislature on the accomplishments of the program.

- **Renewable Energy** provides technical and policy expertise that helps the state achieve clean energy goals, promotes the responsible development of diverse energy resources, and addresses renewable energy market challenges and opportunities. Provides research and technical assistance on emerging technologies like smart grid, demand response, and energy storage. Includes the agency's role in approving renewable generation assets as eligible for the state's Renewable Portfolio Standard.
- **State Energy Efficient Design (SEED) Program**, tracks energy use in state buildings, collaborates with building operators to improve efficiency, and raises awareness of opportunities to improve efficiency such as incentives or strategic energy management programs. The program also monitors new or renovated state buildings to ensure they are using energy efficiency design methods and shares information about building energy use through legislative and agency reports and data visualizations.
- **Sustainable Transportation** focuses on sustainable transportation solutions by collaborating with state agency partners to increase the use of alternative transportation fuels and alternative fueled vehicles (e.g., electric and other zero emission vehicles) and support the necessary infrastructure to facilitate the new technologies. This program also supports transportation electrification planning, and tracks and reports progress on the state's EV adoption targets.

Energy Facility Siting

- **Energy Facility Compliance** monitors facilities with site certificates to ensure they are constructed, operated, and retired consistent with all conditions of approval. This requires annual reviews, frequent on-site inspections and updates to bonds and letters of credit to ensure there is adequate funding to decommission the facility to a useful non-hazardous state if the operator is unable to remove the facility on their own.
- **Energy Facility Siting Applications/Amendments** reviews applications and requests for amendment of large-scale energy projects including but not limited to wind, solar PV, and electrical transmission. This review requires coordination and consultation with appropriate state agencies, local jurisdictions, tribal governments, the public and federal agencies. Throughout this review staff builds a comprehensive record of facts and findings that demonstrate whether a proposed project meets Oregon's siting standards.
- **Federal Energy Project Coordination** serves as the state's lead agency for federal jurisdictional projects such as the previously proposed Jordan Cove liquefied natural gas export terminal and associated pipeline. Division staff negotiate cost recovery agreements, establish memoranda of understanding among stakeholders and coordinate the state's response in the National Environmental Policy Act process.
- **Siting-Related Rulemaking** evaluates and makes adjustment to ensure administrative rules function as efficiently and effectively as possible and reflect changes in energy markets and demands. Key rulemaking activities include identifying potential rulemaking actions, prioritization by the Energy Facility Siting Council, and establishing broadly represented rulemaking advisory committees to help Department staff draft proposed rules, as appropriate.
- **Staff Energy Facility Siting Council** provides support for the seven member Governor appointed and Senate confirmed volunteer council who are the final decision makers on all applications, amendments, and rulemakings. The work under this subprogram includes both direct support to EFSC as well as tasks that support their mandate.



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Strategic Plan

Progress Dashboards



Imperative		Objectives	Status/Reporting
Expand and Improve Stakeholder Engagement		Increase diversity of agency stakeholder groups, rulemaking, oversight, and advisory boards	Exploring and developing baseline
Timing	Status	Year-over-year increase in agency engagement with organizations representing historically and currently underserved populations and communities	Proxy data shows overall increase; working to delineate populations and communities
Q2/Q3 2022	Significant progress and initiatives underway	Year-over-year increase in the external use of agency produced reports, studies, and presentations	All categories increasing (media mentions, legislative presentations, website visits)



Highlights and Look Forward

Work Underway

Continued prioritization and increasing stakeholder engagement for new programs and studies, e.g., webinars, collect feedback, and engage in Q&A

Use engagement plans and best practices from pilot projects across other agency work and activities

Operationalizing liaison and ambassador roles with staff leadership and working group structure

Continued prioritization and increasing stakeholder engagement for federal funding (e.g., IJJA, SEP)

Submitted Policy Option Packages (POPs) in Agency Recommended Budget for Navigator and Public Advocate

What's Next

Continue to explore ways to better facilitate engagement with historically and currently underserved communities

Conduct outreach and engagement on federal funds (e.g., grid resilience grant, energy security plan, and IRA).

Conduct stakeholder debrief and listening session before legislative session

Gather feedback from past and current liaisons through surveys and interviews

Recruitment for outreach-focused staff for ODOE incentive programs, including Spanish language proficiency

Accomplishments and Challenges

Accomplishments/Lessons Learned

Worked with community organization to make program materials more accessible for applicants

Increased engagement in development of ODOE studies and new programs, supported by effective identification of interest during stakeholder outreach

Hosted an intern for the Strategic Engagement Team, who provided an analysis of state government structure/energy landscape (programs, regulation, policies), as well as stakeholder list with highlights of their needs/interests

Transitioned to staff champion and team for initiative focused on strengthening staff capacity to serve as liaisons and ambassadors

Completed stakeholder engagement vision and objective for the 2022 Biennial Energy Report, which included collecting and analyzing input from surveys, comment portal, and listening sessions - all of which was used to guide and inform BER 2022 content.

Hosted internal technical writing workshop to increase effectiveness of communication with the public and stakeholders

Completed planning and preparation for engagement in workshops to inform the Small Scale Community Renewables Study

Implementing best practices for government-to-government communication, including sending formal letters to Tribes to seek input and offer coordination on agency activities and new work

Increased offerings for technical assistance webinars, including Electric School Bus Funding Mechanisms and School Bus Cost Analysis Tool webinars, and an Energy Tracking 101 webinar for school districts

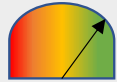
Challenges and Needs

Evaluating approaches for support/funding to better engage with communities and community-based organizations

Need to continue to refine engagement tactics on specific programs, including training and development of liaisons

Requires extensive staff planning and time, and existing limits for staff capacity

Imperative		Objectives	Status/Reporting
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	Increasing every year
Timing	Status	Year-over-year increase in the percent of historically and currently underserved populations and communities participating in ODOE programs & services	Proxy data established by tracking new ODOE programs; working to delineate populations and communities
Q2/Q3 2022	Continued progress and initiatives underway	Increase agency Diversity, Equity, and Inclusion awareness and fluency	Underway




Highlights and Look Forward

Work Underway	What's Next
Submitted Policy Option Packages (POPs) to request paid internships beginning in 2023-2025 biennium	Building research and outreach for those the agency has not worked with much in the past, particularly to increase access to ODOE programs and inform the Biennial Energy Report
Measuring and tracking intern experiences	Scoping to develop an approach for a Diversity, Equity, and Inclusion (DEI) Action Plan
Submitted Policy Option Packages (POPs) in Agency Recommended Budget for Navigator and Public Advocate	Biennial Energy Report: Share information and data in the BER related to energy opportunities for communities and organizations
Implementation of new initiative to create inclusive, multi-lingual communications	Continues to develop engagement plans for identified programs using template developed through the Racial Justice Council's REIS statement for the budget process
Developing a better understanding of who we serve by collecting demographic data	

Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
Ensuring materials and website content available in more languages, e.g., Energy Efficient Wildfire Rebuilding program applications translated into Spanish; Comment input portal offers translation	Continue to add translation and communication options, e.g., live translation during public meetings, follow-up and conversations with program application that primarily speaks a language other than English
Offering translation (subtitles) for online public meetings	Requires extensive staff planning and time, and existing limits for staff capacity
New flyer developed to showcase ODOE's incentive programs in one place	Capturing demographic information (other than voluntarily) for participation in programs and activities
Identified and sponsored employee attendance at DEI training courses.	
Provided specific low-income incentives for Energy Efficient Wildfire Rebuilding program, with a focus on manufactured homes	
Shared 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	
Convened CREP engagement committee, with payment to support participation when necessary	
Awarded opportunity to host a RARE AmeriCorps member to support rural energy engagement	
Refinement of Solar+Storage Rebate Program to improve access for low-income service providers, such as affordable housing organizations	

Imperative		Objectives	Status/Reporting
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	In development with pilot projects underway
Timing	Status	Year-over-year increase of collection, review, and analysis of data	Increased number of programs collecting data, other efforts in development
Q2/Q3 2022	Initiatives Underway 	Year-over-year increase in data sharing relationships	Exploring metrics

Highlights and Look Forward

Work Underway	What's Next
Biennial Energy Report: Piloting a data validation process (and template for future data work) to verify data to the source and use consistency	Developing a catalogue of agency data-dependent work products, including a survey across divisions to understand data sources and needs
Developing agency-wide process for external data collection and storage to provide a single internal data resource to support traceable and consistent reporting	Establishing data oversight team, standards for selection and use of data and analytical tools, and staff training for tools and data management
Maintaining EV mapping program to inform COU planning activities; Assessing capacity and timing for updating EV maps for participating COUs	Delivery of Open Data Plan to the Oregon Chief Data Office
Continue monitoring demographics capture, analyze results, and adjust collection methods as needed.	Discussing how to use data to inform Key Energy Indicators

Accomplishments and Challenges

Accomplishments/Lessons Learned	Challenges and Needs
Data Governance Charter approved by the Leadership Team	Transitions in key leadership roles related to data management and responsibilities
Completed catalog of internally-owned datasets	Requires extensive staff planning and time, and existing limits for staff capacity
Continued to build efficiencies across multiple data-dependent efforts, primarily the Biennial Energy Report, ODOE studies and programs	Build trust and protocols for confidentiality of data (as needed) with data holders
Switched to direct emailing for demographic survey and in one case have almost doubled participation	
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 EV chargers)	

Imperative

Assess and Modernize Agency Programs and Activities

Timing

Status

Q2/Q3 2022

Scoping Complete and Planning Underway



Objectives

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

Status/Reporting

Underway

Underway

Highlights and Look Forward

Work Underway

Sharing list of "ODOE programs and activities" for feedback from the EAWG

Developing strategic evaluation elements, including methods to receive feedback from program participants

Siting Division program review underway

What's Next

Share final draft of list of "ODOE programs and activities" and draft evaluation elements for additional feedback

Explore Key Energy Indicator development process, and responses to interest areas/recommendations from Biennial Energy Report stakeholder survey

Accomplishments and Challenges

Accomplishments/Lessons Learned

Internally finalized list of "ODOE programs and activities" that will be considered as part of the scope of this imperative

Provided electronic incentive program interfaces to modernize interaction with applicants

Hosted an intern for the Strategic Engagement Team, who provided an analysis of state government structure/energy landscape (programs, regulation, policies)

Challenges and Needs

Defining the approach and scale of assessment related to "ODOE programs and activities"

Requires extensive staff planning and time, and existing limits for staff capacity

Imperative		Objectives	Status/Reporting
Optimize Organizational Efficiency and Impact		Increase average Gallup Q12 engagement score to at least 4.0 (out of 5.0)	Underway; new survey in planning
Timing	Status	Increase "Efficient and effective processes & procedures" survey score to at least 3.5	Underway; new survey in planning
Q2/Q3 2022	Continued progress and Initiatives Underway	Increase in Key Performance Measure customer satisfaction score to at least 95%	Planning underway for improved methodology



Highlights and Look Forward

<p>Work Underway</p> <ul style="list-style-type: none"> Improving procurement process to be more efficient and accessible Improving processes to request and approve internal travel and training requests and reimbursements Improving accounting processes for accounts receivable and payable, and identifying efficiencies in review and approval process Action plan and action team underway for initiative to evaluate and improve agency collaboration and communication culture 	<p>What's Next</p> <ul style="list-style-type: none"> Begin additional process improvements for agency procurement requests and approvals Conduct staff engagement surveys including Gallup Q12 and survey to assess the objective to "increase efficient and effective processes and procedures." Further improving KPM customer service survey methodology and timeliness.
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Accomplishments and Challenges

<p>Accomplishments/Lessons Learned</p> <ul style="list-style-type: none"> Effectively managing change and limited capacity by identifying efficiencies and adjusting scope of initiatives and action plans Launched ORBuys for wave 1 per DAS (ODOE was in wave 1, and is now being reconciled with ODOE internal process) 	<p>Challenges and Needs</p> <ul style="list-style-type: none"> Requires extensive staff planning and time, and existing limits for staff capacity Ongoing adjustments and project re-prioritization with other ODOE projects and business needs
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