



Oregon

Tina Kotek, Governor



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MEMORANDUM

To: Energy Advisory Work Group Members
From: Janine Benner, Director
Date: January 15, 2026
Re: Materials for January 22, 2026 EAWG Meeting

Happy New Year! We're looking forward to connecting with you next week before the 2026 legislative session goes into full swing. Last year never seemed to slow down and I know there is still a lot going on for all of us and much to discuss. We hope to focus some time next Thursday hearing updates from you, including your interests and focus on the 2026 legislative session. ODOE also has important updates to share, including on Executive Order implementation and ODOE's new strategic plan. A complete agenda is attached to this memo.

Below, you will also find materials to support our discussion around recent EO's, particularly [EO 25-29](#), which Governor Kotek issued on November 19, 2025. The EO bolsters actions identified in the [Oregon Energy Strategy](#), including directives to state agencies to begin implementing actions where possible. We'll spend some time walking through directives to ODOE and encourage your thoughts and questions as we begin putting the energy strategy into action.

Thank you again for joining us in person in Salem for our September EAWG meeting, which was followed by a separate workshop with Pivotal Resources, the consultant helping ODOE develop our next strategic plan. Your input was invaluable and has helped our agency craft an initial draft. We've put some of the draft strategic plan elements together, attached below, for review and discussion at the meeting. During the meeting, our consultant will also provide highlights and themes from the input phase. We look forward to hearing additional feedback from EAWG members as we work to finalize the plan this winter. The key questions for you to consider in reviewing the draft are: Do you think these pillars/strategic priorities, goals, and actions will help ODOE in focusing our resources and providing greatest value over the next four years? What are your ideas for measuring progress?

In addition to our main meeting agenda, I wanted to provide a few other ODOE updates and resources.

- In case you missed it, we sent out a Year in Review newsletter for 2025, wrapping up our 50th anniversary: <https://energyinfo.oregon.gov/blog/2026/1/5/2025-year-in-review>
- Our last action of 2025 was submitting two new climate-related reports to the legislature, in coordination with the Oregon Climate Action Commission:
<https://energyinfo.oregon.gov/blog/2026/1/5/new-reports-highlight-lands-climate-mitigation-and-workforce-needs-to-support-natural-climate-solutions>

- This week, ODOE presented during Legislative Days, including a continuation of an [Oregon Energy Strategy discussion](#) from the fall, an [overview of data centers](#) in context of the energy strategy, and a [presentation on fuel storage in the state](#).
- In December, Governor Kotek declared an emergency following an unexpected closure of the Olympic Pipeline, which delivers most of Oregon's transportation fuels into the state. The emergency declaration supported alternate methods of distribution to maintain an adequate fuel supply. ODOE is the state's lead response agency for fuel emergencies, coordinated by the Nuclear Safety and Energy Security division. [Response to the fuel emergency](#) involved significant coordination among state agencies and external partners, including the Governor's Office, Oregon Department of Emergency Management, Oregon Department of Energy, Oregon Department of Transportation, and Oregon Department of Environmental Quality, and private sector partners including the Oregon Fuels Association, the Olympic Pipeline Company, and other fuel companies.

Attachments:

- Meeting Agenda
- Background on Executive Order 25-29
- Draft elements of ODOE's Strategic Plan



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AGENDA

Energy Advisory Work Group (Virtual)

January 22, 2026 | 2 – 4 p.m.

Time	Topic	Lead
2 p.m.	Director's Update	Janine Benner, Director
2:10 p.m.	EAWG Roundtable What are you hearing about/watching for/working on for the 2026 legislative session?	All
2:40 p.m.	ODOE's 2026 Session Update	Christy Splitt, Government Relations Coordinator
2:45 p.m.	Executive Order Update and Discussion	Janine Benner, Director Edith Bayer, Energy Policy Team Lead
3:15 p.m.	ODOE Strategic Plan Presentation and Discussion	Ruchi Sadhir, Associate Director for Strategic Engagement
3:50 p.m.	Wrap-up	All

EO 25-29 and Oregon Energy Strategy – Summary Table

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
I(1) Prioritize implementation of the Oregon Energy Strategy Pathways	Pathways 1-5	N/A	DAS ODOE (incl OCAC and EFSC) DEQ DLCD ODOT PUC	Directs named agencies to adopt and implement GHG reduction strategies and advance Energy Strategy pathways	N/A
I(1)(a) – (c) Advance Energy Efficiency; Support Investment in Clean Infrastructure; Increase Strategic Electrification of Vehicles and Buildings	Relates to the first 3 Energy Strategy pathways (Energy Efficiency, Clean Electricity, and Electrification) with links to many Energy Strategy actions. No clear deadlines. ODOE anticipates engaging across agencies to help frame next steps.	None named	(For all of I(1)): DAS ODOE (incl OCAC and EFSC) DEQ DLCD ODOT PUC	Advance energy efficiency across all sectors; support investment in clean electricity infrastructure; increase strategic electrification of vehicles and buildings. EO FAQs remind us to keep in mind: “For the remainder of 25-27 biennium, Order expects agencies to do what can with existing resources by prioritizing and aligning activities and decision-making to advance the Order’s directives. Agencies are expected to identify funding challenges and needs as they develop biennial work plans in line with Gov’s recommended budget process for 27-29 and future biennial state budget cycles.”	None
I(1)(d) Increase Supply and Use of Low-Carbon Fuels	Transportation Action 9 , Amend DEQ’s Clean Fuels Program to extend Advance Crediting eligibility to high-mileage private fleet operators	DEQ and EQC	N/A	Evaluate status and projected growth of clean fuels market and update Oregon Clean Fuels Program rules to strengthen the Low-Carbon Fuels Standard to establish a reduction in carbon intensity of not less than 50% by 2040. Evaluate scope and stringency of LCFS in	Within 3 months of order (mid-Feb)

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
	whose vehicles operate predominantly in Oregon			neighboring states in proposing the new targets and propose additional Siting EV charging systems in EFU rule revisions if needed to better align. Establish agreed upon workplan within three months of this Order with timeline to complete rulemaking.	
I(1)(e) <i>Strengthen Resilience Across All Levels of the Energy System</i>	Relates to fifth Energy Strategy pathway (Resilience) Arguably relates to <u>Electricity Action 8</u> . Investigate opportunities to modify utility business models and ratemaking practices to enhance marketplace competition and thereby lower costs in utility planning and resource procurements.	PUC		Strengthen resilience across all levels of the energy system. Evaluate and value grid resiliency benefits in utility resource planning processes. Establish transparent criteria or processes for valuing enhanced resilience benefits at all levels of the energy system, such as microgrids, energy storage, flexible loads, VPPs, and grid hardening, while also avoiding shifting costs from high-income to energy-burdened ratepayers.	None
I(2) <i>Get Clean Energy Projects Built</i>	N/A	N/A	N/A	Get Clean Energy Projects Built: Directs agencies to coordinate streamlining of siting, permitting, and interconnection for clean energy projects and associated infrastructure with focus on affordability and reliability	N/A
I(2)(a) <i>Reduce Barriers to Clean Energy Deployment</i>	<u>Electricity Action 5</u> , Study on construction and interconnection of permitted projects	ODOE	PUC DLCD	ODOE in coordination with PUC and DLCD – inventory, assess, and analyze barriers to permitting, construction, and interconnection of clean energy projects and infrastructure, balancing need for public participation.	9-1-2026

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
				<p>Recommended actions to EFSC for discussion</p> <p>Report findings and recommendations to GOV</p>	
I(2)(b) <i>Accelerate clean energy deployment through Oregon's land use planning framework</i>	No specific action. Related to Clean Electricity pathway and Electricity Policy 2a. Facilitate energy infrastructure enhancement and expansion while avoiding, minimizing, and mitigating negative impacts.	DLCD	N/A	<p>Accelerate clean energy deployment through Oregon's land use planning framework. Recommend actions based on existing rules, best practices from other jurisdictions. Report findings to Gov.</p>	7-1-2026
I(2)(c) <i>Streamline Clean Energy Siting</i>	<u>Electricity Action 5</u> , Study on construction and interconnection of permitted projects	Unclear	ODOE (incl. OCAC and EFSC) DEQ DOGAMI PUC	<p>Evaluate and recommend actions to update siting and permitting processes to facilitate renewable energy, storage, and grid infrastructure – reliable and clean energy</p> <p>Evaluate existing authorities, rules, and practices and identify opportunities to streamline or increase efficiency of siting and permitting processes</p> <p>Recommend actions to (1) streamline existing processes; (2) establish parallel paths for contemporaneous approval processes; (3) facilitate or accelerate interconnections</p>	9-1-2026

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
				Bring recommended proposed actions for discussion with agency boards or commissions Report findings to GOV	
I(2)(d) <i>Identify Pathways to Facilitate Development of Clean Energy Infrastructure</i>	Link to actions related to I(3)(a)	PUC	ODOE GOV	PUC to convene utilities, agencies, permitting authorities, others to review progress towards HB 2021 targets. Explore opportunities for Public-Private Partnerships to realize HB 2021 goals.	N/A
I(2)(e) <i>Develop a Framework for Strategic Transmission Siting</i>	Electricity Action 3 , Review and share key findings with the Leg regarding near-term Tx needs and opportunities, and identify opportunities for the state to support transmission. Inform role that a state transmission entity may play in enabling investment	ODOE	PUC GO's Natural Resources Team	Undertake process to evaluate and propose a framework for consideration by the Oregon State Leg in 2027 to strategically accelerate transmission corridors, streamline approvals, and target public-benefit funding	~Oct 2026 (in time to inform 2027 session)
I(2)(f) <i>Deploy Energy Storage</i>	N/A	N/A	No agencies named	Goal to deploy 8 GW of energy storage capacity in Oregon by 2045	2045; report on progress as Key Energy Indicator in BER
I(3) <i>Build a Resilient Clean Energy Economy</i>	Theme that cuts across the Energy Strategy	n/a	BizOR; ODOE, DEQ, DOGAMI, PUC	Directs agencies to align programs, decisions, investments with growing a resilient clean energy economy that attracts and supports climate friendly	N/A

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
				industries, creates jobs, aligns with OR climate goals	
I(3)(a) <i>Develop Public Private Partnerships</i>	Relationship with actions: <u>Cross-cutting 10</u> – coordination on Econ Development Strategy; <u>Cross-cutting 2</u> – Revolving Loan Fund; <u>Electricity 7</u> – study gov't incentives for local electricity gen investments and identify opportunities for the state to better advance infrastructure needs, econ development, and energy justice objectives; <u>Electricity 6</u> – insofar as looking for fed or other funding opportunities	Unclear	BizOR ODOE, (incl OCAC) DEQ DOGAMI PUC	Develop Public-Private Partnerships Explore and prioritize opportunities for PPPs to support development and deployment of clean energy technologies. Highlight those opportunities to GO for review and consideration on quarterly basis. <i>Note PPP link to PUC-led activity under I.2.d</i>	Q1, 2, 3, 4 2026
I(3)(b) <i>Evaluate Emerging Clean Energy Technologies</i>	<u>Electricity Action 6</u> – Report on developments in emerging technologies, including long-duration storage, Enhanced Geothermal, FOSW, marine energy, and advanced nuclear options, to identify the role they can play in meeting the state's electricity needs; also explore opportunities	ODOE (not named as leading, but named as delivering progress report and key findings in BER)	ODOE DEQ BizOR PUC DOGAMI GO	Report progress and key findings in 2026 BER (and beyond); progress towards OSES Electricity Action 6	12-1-2026

Directive and EO Section	Related Energy Strategy Action(s)	Lead Agency	Other agencies named	Summary	Due Date
	for pilot programs in the near-term				
II(2) Reporting & Accountability	N/A	N/A	N/A	Directs agencies to establish clear feedback loops for public input	N/A
II(2)(a and b) Biennial Implementation Plan	N/A	N/A	ODOE (incl OCAC and EFSC) DEQ PUC	Develop – or incorporate into an existing planning process – a biennial plan that includes targets and metrics, with the goal of focusing existing and new resources, programs, and incentives to advance goals and actions in Part I. Present to respective board or commission for discussion, review, and comment at a public meeting where public testimony can be received.	On a schedule and in a format to inform 2029-31 budget cycle

Agencies to provide information and consultation to assist other agencies with implementation of EO 25-29 (Section II(1)(d))

- Business Oregon
- Oregon Department of Fish and Wildlife
- Oregon Department of State Lands
- Oregon Department of Transportation
- Oregon Parks and Recreation Department
- Oregon Water Resources Department

FOR ENERGY ADVISORY WORK GROUP REVIEW

Draft Oregon Department of Energy Strategic Plan – As of January 15, 2026

LETTER FROM DIRECTOR / AGENCY BACKGROUND (to provide context and background on agency organization, what we heard in the process, and broader circumstances) - TBD

VISION (the ideal future state we are contributing to)

A safe, equitable, clean, and sustainable future. (no change)

MISSION (Our purpose. What are we here to make happen?)

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. (no change)

VALUES (The fundamental beliefs that shape how we work together, serve our mission, and fulfill our roles/responsibilities)

- **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.

PILLARS (Areas of strategic focus to support effective achievement of our Vision, Mission, and roles/responsibilities.). Note shift away from “imperatives” approach.

- 1- Addressing Oregon's Greatest Energy Challenges
- 2- Proactive, Inclusive Communication and Collaboration
- 3- Accessible, Effective Services and Programs
- 4- Aligned, Effective People and Operations

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Draft Oregon Department of Energy Strategic Plan – As of January 15, 2026

5- Reliable, Responsive Data and Analysis

Pillar 1- Addressing Oregon's Greatest Energy Challenges

RATIONALE: 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, policy documents, and reports and external engagement to identify and continually reassesses priorities in all elements of our Mission. Recent legislatively authorized plans and strategies have described needs that will demand significant effort. 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.

Goals:

P1.G1. Prioritized and aligned resources that support ODOE's role in implementing the [Oregon Energy Strategy](#) and advancing the five energy pathways.

P1. G2. 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.

P1. G3. Flexibility to respond and strategically adapt to new ideas, legislative direction, and emerging best practices.

Initiatives and Progress Indicators

P1.A1. Action 1: Review existing key energy indicators and ensure alignment with the 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 key 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.

Ideas for Progress Indicators include: updated and aligned Key Energy Indicators that have been reviewed by peer agencies, the EAWG, and other interested parties; identified data sources and consistent collection methods. (P1.G1 and P1.G2).

P1.A2. Action 2: Conduct implementation planning for priority projects, such as the Energy Strategy, Energy Security Plan, and ODOE climate report recommendations. Track progress at the agency level to coordinate resources and align priorities. [Crosswalk to Pillar 4 project management action]

Ideas for Progress Indicators include: approval of an integrated implementation plan for selected priority initiatives; establishment of a regular portfolio review cycle; percent of milestones achieved over time. (P1.G1, P1.G2, P4.G1, P4.G3.).

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P1.A3. Action 3: Align ODOE's legislative approach and proposed budget development with Oregon's greatest energy challenges, consistent with revenue constraints, Governor's instructions, and while maintaining support for statutorily obligated programs.

Ideas for Progress indicators include: efficiencies identified; draft concepts and POPs developed; receipt and incorporation of feedback from Energy Advisory Work Group; budget and legislative concepts submitted. (P1.G1, P1.G2, P1.G3., P4.G3.).

P1.A4. Action 4: 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 new ways to meet its greatest energy challenges.

Ideas for Progress Indicators include: establishment of forums for proactive discussion on these topics with EAWG; publication of relevant articles and reports on new and emerging ideas, best practices, and shifting external circumstances. (P1.G3., P2.G2, P2.G3.)

Pillar 2 – Proactive, Inclusive Collaboration and Communication

RATIONALE: Diverse communities, organizations, and industries contribute to and rely on constantly evolving energy policies, services, and resources. Engaging people with a range of perspectives builds mutual understanding and creates a more inclusive and coordinated discourse about relevant challenges and solutions. 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.

Goals:

- P2.G1. Trusted, open, and durable relationships that encompass diverse perspectives.
- P2.G2. Collaborative partnerships that identify shared goals and advance solutions to address Oregon's energy and related priorities.
- P2.G3. Constructive discourse—convening various parties and guided by active listening—that promotes progress on important issues.
- P2.G4. Clear, engaging, and accessible messaging and communications approaches and deliverables.
- P2.G5. Efficient and streamlined ODOE staff coordination to enhance effectiveness of outreach, engagement, and collaboration.

Initiatives (and Progress Indicators)

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P2.A1. Action 1: Develop a consistent process for internal coordination that occurs before convening and facilitating external groups, including scoping across divisions and workstreams, identification of relevant external groups, and best practices for convening and facilitation. Consider using monthly Engagement Roundtable meetings as a venue for coordination.

Ideas for Progress Indicators include internal use of a centralized engagement framework on roles/responsibilities and associated resources; identification of technology/platforms to support this coordination. (P2.G1, P2.G2, P2.G3, P2.G5, P3.G1, P3.G2, P3.G3).

P2.A2. Action 2: 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:

Ideas for Progress Indicators include finalization of Communications Approach; measuring value and outcomes via annual customer service survey. (P2.G4, P2.G5).

P2.A3. Action 3: Develop guidelines and methods for consistently assessing and managing reading levels to the target audience, including ADA, plain language, translation, and a Flesch-Kincaid Grade Level of eight or below.

Ideas for Progress Indicators include increased readership of ODOE materials; materials and communications meet ADA requirements, in plain language, and are translated/translatable where possible and appropriate. (P2.G4, P2.G5).

P2.A4. Action 4: Develop a shared MTeams use framework and support programs in aligning their existing Teams channels to improve communication, collaboration, and cross-team awareness.

Ideas for Progress Indicators include published internal guidance on structure and norms for using MTeams and increased consistency across staff Teams channels. (P2.G5).

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Pillar 3- Accessible, Effective Services and Programs

RATIONALE: *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 requirements of its intended audience and are user-friendly and well-promoted.*

Goals:

- **P3.G1.** Strong understanding of audience needs within the context of prescribed regulatory and programmatic frameworks.
- **P3.G2.** Intentionally designed services and programs, and associated information resources, that are relevant and tailored to serve their target audiences.
- **P3.G3.** Accessible services and programs to support participation of currently and historically underserved individuals, communities, and organizations.

Initiatives (and Progress Indicators)

P3.A1. Action: 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 currently and historically underserved individuals, communities, and organizations in ODOE program implementation and policy development. (note cross walk to Pillar 2, Action 1)

Ideas for Progress Indicators include: internal publication and use of a centralized engagement framework on roles/responsibilities and training on associated resources (P2.G1, P2.G2, P2.G3, P2.G5, P3.G1, P3.G2, P3.G3).

P3.A2. Action: Improve understanding and clarity of the Energy Facility Siting Council process for multiple audiences, including the public and developers, to support an efficient, meaningful energy facility siting process.

Ideas for Draft Progress Indicators include: Publication of public-oriented resources that explain and increase interaction with the siting process, as well as publication of developer-focused resources to help navigate the siting process and standard-based requirements. (P3.G1, P3.G2)

P3.A3. Action: Build on Strategic Program Evaluations from ODOE's previous Strategic Plan by identifying and addressing opportunities to make programs more effective and accessible, including target audience needs, targeted methods of disseminating program

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information as well as continuing efforts to streamline processes and collect data on program effectiveness. [pillar 1 cross walk on priority project portfolio review?]

Ideas for Progress Indicators include identifying improvement opportunities; documented steps taken to make programs more accessible and effective. (P3.G1, P3.G2.)

Pillar 4 – Aligned, Effective People and Operations

RATIONALE: 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.

Goals:

- P4.G1. Clear priorities, roles, and workflows that support effective planning and execution of agency work and streamlined coordination among ODOE teams.
- P4.G2. Intentional development of staff capability that supports effective performance, and professional growth by aligning expectations, priorities, roles, and how work is planned and delivered.
- P4.G3. 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.

Initiatives (and Progress Indicators)

P4.A1. Action: Establish a flexible project management discipline that scales based on complexity, and scope of the work, supporting effective execution.

Ideas for Progress Indicators include established and approved project management best practices; increasing percentage of projects that use project management best practices and templates that define scope, roles, timelines, and decision authority; priority projects consistently delivered on schedule and within defined scope. (P4.G1., P4.G2.)

P4.A2. Action: 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.

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Ideas for Progress Indicators include implemented Operations Center tracking system that is consistently used by staff; reduction in ad hoc inquiries related to contract status and related finance operations. (P4.G1., P4.G2.)

P4.A3. Action: Ensure that critical processes are documented at an appropriate level by the division responsible for the work, and consistently applied across the agency to support continuity, efficiency, and effective execution.

Ideas for Progress Indicators include: priority processes documented; process owners identified; fewer occurrences of exceptions, escalations, or workarounds resulting from unclear, outdated, or conflicting guidance. (P4.G1., P4.G2., P4.G3.)

Pillar 5 – Reliable, Responsive Data and Analysis

RATIONALE: 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 energy landscape relies on quality data, analytical rigor, 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.

Goals:

- P5.G1. Data used and produced by ODOE is accurate, secure, appropriately maintained, and managed in alignment with agency priorities and statutory responsibilities consistently used to inform energy and energy-related programs, services, policy development, and decision making.
- P5.G2. Roles and protocols for data collection, management, analysis, and stewardship are clear, understood, and applied consistently over time to ensure accuracy, security, appropriate use, and maintenance.

Initiatives (and Progress Indicators)

P5.A1. Action (People): Build on ODOE's skill set to enable analysts throughout the agency to acquire data, steward data, develop applied data sets, and develop information products following established governance rules and processes.

Ideas for Progress Indicators include: established baseline and gap analysis of agency-wide data and analysis skills; creation of training plan for advancing skills. (P5.G1., P4.G2.)

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P5. A2. Action (Data): Build on prior Strategic Plan and evaluate, define, and apply the ODOE-generated and externally sourced data sets needed for ODOE to be a trusted source and serve as a centralized repository for energy information, and for addressing Oregon's greatest energy challenges. [pillar 1 cross walk]

Ideas for Progress Indicators include: updated inventory and gap assessment of current data, completion of a pilot project using a 'data store' approach for self-service that follows governance procedures. (P5.G1.)

P5.A3. Action (Process): Build on prior Strategic Plan to clarify and strengthen agency-wide processes and accountability for the management, use, and stewardship of priority data and analytical products.

Ideas for Progress Indicators include: expanded data governance team to emphasize responsive and effective data management, analysis, security, and risk mitigation; internally published 'data store' self-service protocols and procedures. (P5.G2.)

P5.A4. Action (Technology): Evaluate and implement data management and analytics technology to support self-service analytics and centralized ODOE data store supporting automated reporting.

Ideas for Progress Indicators include: centralized self-service 'data store' and toolset technology solutions selected and procured within budget and other constraints. (P5.G2.)