

Oregon Department of **ENERGY**

Energy Advisory Work Group

January 22, 2026



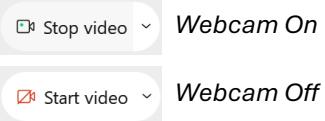
USING WEBEX



Audio Options



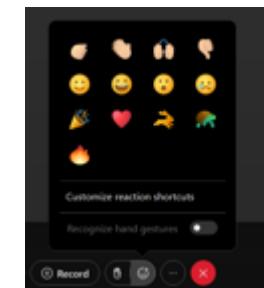
Video Options



Raise Your Hand Option 1

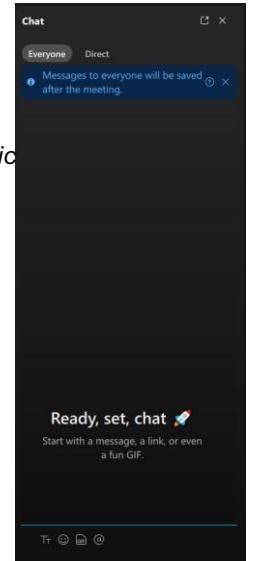
- Click to Raise your hand.
- Click again to lower hand.

Reactions



In Participant Window
Second Raise Hand Option next to your name – click hand icon

You can chat to everyone or select Direct to send a chat to the Host or a specific attendee



Open Chat Window
Click to pop out into a new window if needed

Open Participant Window to view attendees
Click to pop out into a new window if needed

Agenda

TIME	TOPIC	PRESENTER
2 p.m.	ODOE Director's Update	Janine Benner, Director
2:10 p.m.	EAWG Roundtable <ul style="list-style-type: none">• 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	Janine Benner, Director
3:15 p.m.	ODOE Strategic Plan	Ruchi Sadhir, Associate Director for Strategic Engagement
3:50 p.m.	Wrap-up	All

An aerial photograph of a solar farm. The solar panels are arranged in long, parallel rows that curve slightly across the frame. They are set against a backdrop of green agricultural fields, including wheat and corn, which are also arranged in distinct, curved patterns. A narrow road cuts through the fields and the solar farm. The overall scene is a mix of industrial and agricultural land use.

EAWG Roundtable

A photograph of the Oregon State Capitol dome in Salem, Oregon. The dome is a light-colored, tiered structure topped with a golden statue of Oregon Pioneer. In the foreground, there are several trees in full bloom with pink and white cherry blossoms. Two black streetlights are visible on the left and right sides. The sky is a clear, pale blue with a few wispy clouds.

2026 Legislative Session

Legislative Concepts and ODOE

ODOE is tracking the following legislative concepts that could affect agency work.

- Permitting (LCs 185, 201, 193, 109)
- EFSC Exemption (LC 286)
- Solar Consumer Protection (LC 283)
- Nuclear Energy Study (LC 309)
- Fuel Storage Diversification Analysis (LC 126)
- Clean Energy Infrastructure Fund (LC 226)



A photograph of a wind farm under a blue sky with scattered white clouds. In the foreground, several white wind turbines are visible, their blades angled upwards. The sky is a vibrant blue, and the overall scene conveys a sense of clean energy and industrial activity.

Executive Order Update

2025 Energy & Climate Executive Orders

- EO 25-25 Accelerating Wind and Solar Energy Development in Advance of Elimination of Federal Clean Energy Tax Credits
- EO 25-26 Directing State Agencies to Take Urgent Action to Promote the Resilience of Our Communities and Natural and Working Lands and Waters
- EO 25-29 on Reducing Greenhouse Gas Emissions and Advancing Oregon's Clean Energy Future



Advancing Oregon's Clean Energy Future: EO 25-29

- Reduce Barriers to Clean Energy Deployment - I(2)(a)
- Streamline Clean Energy Siting - I(2)(c)
- Develop a Framework for Strategic Transmission Siting - I(2)(e)
- Develop Public Private Partnerships - I(3)(a)
- Evaluate Emerging Clean Energy Technologies - I(3)(b)
- Planning, Reporting, Accountability – II



ODOE Strategic Plan

ODOE Strategic Plan Development Update

Topics for Today

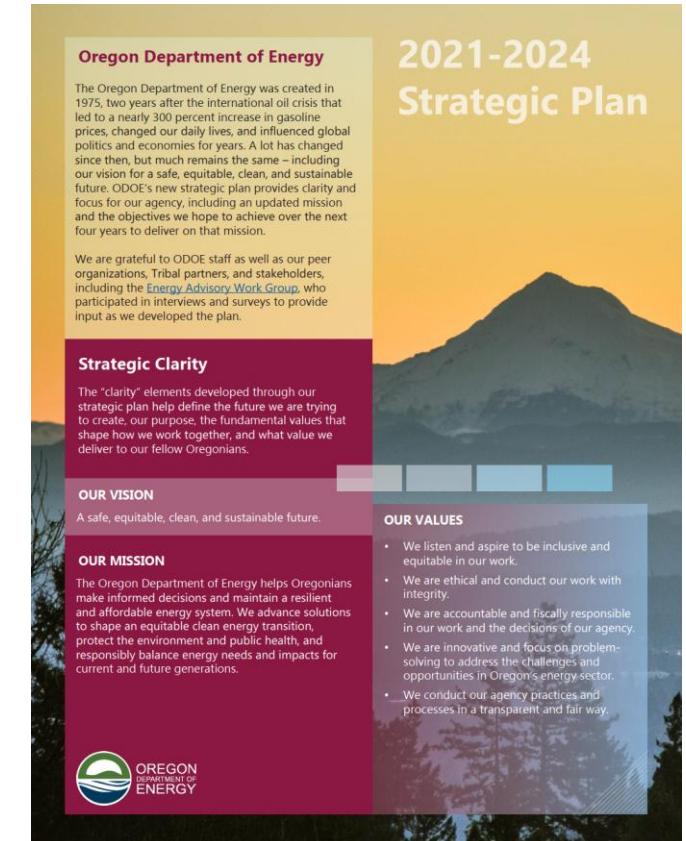
- Review purpose of a Strategic Plan
- Review steps taken to build our new Strategic Plan
- Themes from “Input Phase” of process
- Discuss draft language for new Strategic Plan
 - Questions throughout for your comments/feedback
- Next steps



Purpose of our Strategic Plan?

Direction, Alignment, Action

- Intent and priorities over longer time horizon
- Positions ODOE within broader needs across the energy sector and the state
- Communications asset for all audiences
- Catalyst for internal change and improvement
- Fulfill requirement for each agency to have a Strategic Plan from the Governor and DAS



What are these terms in the Strategic Plan?

- **Vision** – The ideal future state we are contributing to.
- **Mission** – Our purpose. What are we here to make happen?
- **Values** – The fundamental beliefs that shape how we work together, serve our mission, and fulfill our roles/responsibilities.
- **Pillar** – Areas of strategic focus to support effective achievement of our Vision, Mission, and roles/responsibilities.
- **Goals** – Describes future capability and accomplishments for each Pillar.
- **Rationale** – Provides a sense of why the Pillar and Goals are so important for ODOE.
- **Actions** – Are specific projects or efforts to drive progress on the Goals.
- **Progress Indicators** – Milestones to ensure progress on actions and/or measures to gauge achievement on Goals.

Strategic Planning Roadmap



PESTLE Summary of Issues — EAWG (Sep 29, 2025)

Political: Polarization and politicized landscape

- Polarization and partisan tension (including east/west divides)
- Misinformation and limited leadership/knowledge
- Weak cohesion across federal/state/local agencies
- Policy “pancaking” that makes implementation slow
- Debates and limitations on energy choices (gas, nuclear, etc.)

Economic: Constrained funding

- **Affordability** and energy burden – utilities and communities face higher costs while funding for equity-focused supports is shrinking
- **Constrained funding** and changes in energy funding (i.e., tax credit phase-outs, inflation, supply-chain pressures)
- Uncertain **workforce** pipelines
- Potential **revenue shortfalls** and instability

Social: Trust and equity

- Public **knowledge gaps** and **misinformation**
- **Mistrust** of institutions
- **Urban/rural divide** shapes who benefits from energy programs
- **Inclusive engagement** is essential to avoid environmental injustices

PESTLE Summary of Issues (cont.)

Technological: *Keeping up with new tech*

- Fast innovation (AI, data centers) is an opportunity and risk: big new loads and emerging technologies could outpace planning and transmission capacity
- Transmission constraints
- Siloed planning
- Outdated infrastructure and lack of systems thinking are not keeping pace with tech-driven demand changes

Legal: *Risks from several key fronts*

- Wildfire liability pressuring providers
- Ongoing and “non-stop” litigation and local ordinances **complicate siting**
- Changing federal enforcement and legal **uncertainty could delay** projects or create unpredictable costs

Environmental: *Climate change and resilience*

- Climate impacts and extreme events (wildfire, drought, storms, heat)
- Infrastructure hardening and siting **decisions have environmental consequences**
- Need to **balance** resilience, conservation (e.g., salmon), and clean energy expansion **without repeating past harms**

10 Key Takeaways from “Input” Phase (1-3)

1. Information is not consistently converted into **plain-language, audience-ready content**. ODOE has an opportunity to leverage its storytelling ability to make communications materials and more public friendly.
2. Need to make **programs more accessible to underserved, Tribal, and rural communities**.
3. Can improve **engagement and make it more inclusive by boosting entry of new voices and building trust**. Opportunity for ODOE to move beyond the “energy circle” and increase use and effectiveness of its services and programs.

10 Key Takeaways from “Input” Phase (4-7)

4. ODOE’s roles and responsibilities can be unclear, and there is confusion about **overlap and authority** across ODOE, and with other agencies and institutions.
5. Agency staff are **strongly committed and mission driven**—yet **internal silos exist**. Greater cross-team coordination would produce better work more efficiently and improve culture.
6. **Limited and volatile funding and capacity** means 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.

10 Key Takeaways from “Input” Phase (8-10)

8. Concerns about **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. Rising energy costs impact **affordability** especially for the most vulnerable populations.
10. The **siting and permitting processes** are complex. There is momentum to clarify timelines, reduce delays, and streamline processes.



ODOE has role and opportunity to refocus support to address these important issues

Vision: The ideal future state we are contributing to

No change:

A safe, equitable, clean, and sustainable future.

Mission: Our purpose. What are we here to make happen?

No change:

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.

Values: The foundational beliefs that shape how we work together, serve our mission, and fulfill our roles/responsibilities

Revised With Key Words:

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.

EAWG Questions

Where do you see alignment between your organization and ODOE's mission and vision? Where are there distinctions?

- Feel free to share your organizational vision and/or mission in the chat.

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Strategic Plan Priorities And Commitments

Five Pillars

Areas of strategic focus to support effective achievement of our Vision and Mission

Rationale to clarify each Pillar

Goals

Describe future state capability and accomplishment for each Pillar

Actions

Intended efforts/projects to drive progress on Goals. Focus for SP mobilization

Progress Indicators

Strategic Pillars Summary



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



5 – Reliable, Responsive Data and Analysis



Pillar 1: Addressing Oregon's Greatest Energy Challenges

Goals:

- Prioritized and aligned resources that support ODOE's role in implementing the [Oregon Energy Strategy](#) and advancing the five energy pathways.
- 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.
- Flexibility to respond and strategically adapt to new ideas, legislative direction, and emerging best practices.



Pillar 2: Proactive, Inclusive Collaboration and Communication

Goals:

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



Pillar 3: Accessible, Effective Services and Programs

Goals:

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



Pillar 4: Aligned, Effective People and Operations

Goals:

- Clear priorities, roles, and workflows that support effective planning and execution of agency work and streamlined coordination among ODOE teams.
- Intentional development of staff capability that supports effective performance, and professional growth by aligning expectations, priorities, roles, and how work is planned and delivered.
- 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 5: Reliable, Responsive Data and Analysis

Goals:

- 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.
- 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.



EAWG Question

Is the language in this draft strategic plan responsive to the key takeaways that were raised in the process?



Next Steps

- Discussing and revising based on feedback
- Reach out to Ruchi if EAWG members have questions or would like to better understand pieces of the draft strategic plan.
- Aiming to finalize the strategic plan this winter
- Once finalized, implement and report progress

EAWG Question: Based on the last cycle's strategic plan updates provided, did you like the format? How would you like to see progress from strategic plan implementation over the next four years?