

**DEPARTMENT OF ENERGY
STRATEGIC PLAN**

July 1, 2022 – June 30, 2024

Effective: July 1, 2022

Approved:

Revised:

OUR MISSION.....	1
OUR VALUES.....	1
OUR PLAN.....	2
◆◆◆◆ GOAL NO. 1 ◆◆◆◆.....	2
◆◆◆◆ GOAL NO. 2 ◆◆◆◆.....	4
◆◆◆◆ GOAL NO. 3 ◆◆◆◆.....	7



STRATEGIC PLAN 2022-2024

OUR MISSION

The Virginia Department of Energy leads the Commonwealth to a reliable and responsible energy future.

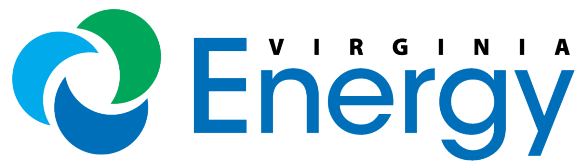
OUR VALUES

In Dealing With Our Customers, We Value:

- Operating with a high sense of ethics, honesty, and integrity.
- Demonstrating fairness, respect, responsiveness, straightforwardness, and deliberateness in our actions and communications.
- Functioning in a competent and knowledgeable manner, which emphasizes such principles as: consistency in service provision; attentiveness to customer's needs and their organizational and operational requirements; and being firm, yet flexible, in delivering services which focus on safety, energy, the environment, and economic development.
- Operating in a seamless manner to deliver quality customer services.

In Dealing With Each Other, We Value:

- Recognizing each other's outstanding accomplishments.
- Setting priorities to ensure that critical/essential services are delivered with quality by staff that are properly supported and equipped with adequate resources.
- Meeting the requirements of the law and externally driven policies, but always being innovative where flexibility exists.
- Innovation and creativity, acknowledging that mistakes will be made from which we can learn.
- Trust and mutual respect.
- Doing the right things, ethically and honestly.
- Developing and training ourselves.
- Going beyond normal duties to help others and to seek and provide accurate and helpful advice.
- Openly communicating agency plans and decisions and, therefore, recognizing each other's need for information and understanding.
- Assuming accountability for work quality, while at the same time, accepting responsibility for working seamlessly.
- Dealing with tough situations by keeping a sense of humor and being "good sports".
- Our safety and well-being.



STRATEGIC PLAN 2022-2024

- The importance of a healthy work-life balance.
- A diverse, equitable and inclusive work environment.

OUR PLAN

◆◆◆◆GOAL NO. 1◆◆◆◆

1.00.00 Provide for safe and environmentally sound stewardship of Virginia's mineral and energy resources.

◆◆◆OBJECTIVE◆◆◆

1.01.00 Eliminate accidents, injuries, and fatalities at Virginia Energy regulated sites through June 30, 2024.

◆◆STRATEGIES◆◆

- 1.01.01** Virginia Energy regulatory programs will conduct inspections to identify and eliminate unsafe conditions and practices.
- 1.01.02** Virginia Energy regulatory programs will investigate accidents, incidents and complaints and take actions to prevent future occurrences of unsafe acts and conditions.
- 1.01.03** The Coal Mine Safety (CMS) and Mineral Mining (MM) Programs will maintain mine rescue capability to assist in mine emergencies.
- 1.01.04** Virginia Energy regulatory programs will assist operators with safety issues upon request conduct safety training for miners and oil and gas workers.
- 1.01.05** Virginia Energy will promote and support safety award recognition programs.
- 1.01.06** Virginia Energy will measure the serious personal injury-fatality incident rate and the percentage of safety violations eliminated by the violations' due dates.



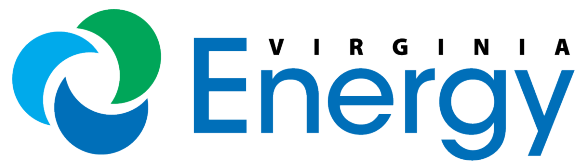
STRATEGIC PLAN 2022-2024

◆◆◆OBJECTIVE◆◆◆

1.02.00 Reduce environmental and public safety hazards across the Commonwealth through June 30, 2024.

◆◆STRATEGIES◆◆

- 1.02.01** Virginia Energy will conduct inspections and investigate complaints in accordance with applicable laws/regulations.
- 1.02.02** Virginia Energy will review permit applications, renewals, and amendments in a timely manner.
- 1.02.03** Virginia Energy will respond to public health/safety concerns and environmental issues.
- 1.02.04** The Mineral Mining, Gas and Oil, and Mined Land Repurposing Programs will assist operators with reclamation issues upon request.
- 1.02.05** Virginia Energy will cooperate with local, state, and federal agencies to eliminate adverse environmental conditions and public safety hazards.
- 1.02.06** Virginia Energy will inventory, prioritize and reclaim abandoned, orphaned and bond forfeited sites.
- 1.02.07** Virginia Energy will pursue funding opportunities to advance the elimination of adverse environmental, public safety and geologic hazards.
- 1.02.08** The Mineral Mining, Gas and Oil, and Mined Land Repurposing Programs will promote and support industry awards programs, recognizing outstanding contributions to reclamation within the Commonwealth.
- 1.02.09** The Geology and Mineral Resources Program will investigate and report on geologic hazards and provide mitigation recommendations.
- 1.02.10** Virginia Energy will measure:
- Off-site impacts,
 - Percentage of timely initial permit application approvals,
 - Violations within work areas that present potential public safety hazards (red zones),
 - Percentage of environmental violations eliminated by the due date
 - Number of acres reclaimed and other related measures.



STRATEGIC PLAN 2022-2024

◆◆◆OBJECTIVE◆◆◆

1.03.00 Increase the health, safety and environmental knowledge and skills of mineral and fossil fuel extraction workers through June 30, 2024.

◆◆STRATEGIES◆◆

1.03.01 The Coal Mine Safety and Mineral Mining programs will train and certify miners so that mine sites are safe and miners work safely.

1.03.02 The CMS and MM programs, with the support of OMIS, will produce and expand virtual training options.

1.03.03 Virginia Energy will measure:

- Number of miners trained
- Number of certifications issued
- Training evaluation survey results
- Examination pass/fail rates
- Reduction of occurrence of safety and environmental violation

◆◆◆◆GOAL NO. 2◆◆◆◆

2.00.00 Encourage economic development through the sound stewardship of Virginia's energy, mineral, land, and water resources.

◆◆◆OBJECTIVE◆◆◆

2.01.00 Virginia Energy will ensure the effective deployment of available resources for economic development opportunities.

◆◆STRATEGIES◆◆

2.01.01 The Renewable Energy and Energy Efficiency (REEE) Program will lead implementation of a goals focused Virginia Energy Plan (VEP) through October 1, 2026.

2.01.02 REEE will work with stakeholders to market Virginia's competitive advantage to attract the renewable energy supply chain.

2.01.03 Virginia Energy will create an office focused on economic development.

2.01.04 Virginia Energy will ensure meaningful involvement with stakeholders to seek ways to serve historically economically disadvantaged communities.



STRATEGIC PLAN 2022-2024

- 2.01.05** The Abandoned Mine Land section will oversee evolving opportunities associated with AML Title IV, AMLER and the Bipartisan Infrastructure Law.
- 2.01.06** The Renewable Energy and Energy Efficiency Program will expand energy financing programs, including low to moderate income solar and Commercial Property Assessed Clean Energy (C-PACE), to provide local financing for energy investments.
- 2.01.07** Virginia Energy's Economic Geology Section and the Mineral Mining program will provide geologic, mineral, and energy resource information to planners to support informed decision-making.
- 2.01.08** The Geology and Mineral Resources Program will continue to produce geologic maps, conduct mineral and energy resource assessments, and preserve geologic data.
- 2.01.09** Virginia Energy will evaluate and measure the following and report quarterly to the Strategic Team:
- Number of jobs/businesses/infrastructure created
 - Number of visitors/communities served
 - Customer survey results from all divisions
 - Energy savings under energy performance contracting
 - Number of participants in and revenue generated from the Demand Response Program
 - Percentage of targeted areas with completed geologic mapping
 - Website analytics and unique visit frequency



STRATEGIC PLAN 2022-2024

◆◆◆OBJECTIVE◆◆◆

2.02.00 Virginia Energy will pursue new economic development opportunities through stakeholder collaboration through June 30, 2024.

◆◆STRATEGIES◆◆

2.02.01 Virginia Energy will provide information on potential post-mine land use sites.

2.02.02 The Mined Land Repurposing Program will work with the Manager of Economic Development to seek opportunities to promote innovative reclamation on coal mine sites. (Activity to support collaboration with REEE).

2.02.03 Virginia Energy will continue its assessment of the potential for development of critical mineral resources and seek opportunities to explore carbon mineralization.

2.02.04 The Geology and Mineral Resources' Economic Geology Section will pursue revenue generating partnerships with local planners.

2.02.05 The Renewable Energy and Energy Efficiency program will work with the Virginia Solar Energy Development and Energy Storage Authority and the Clean Energy Advisory Board to advance solar energy and energy storage investments.

2.02.06 Virginia Energy will evaluate and report:

- Number of sites evaluated for economic development
- Acres of post-mined land use changed to accommodate economic development
- Number of energy efficiency and renewable energy businesses or projects assisted
- Customer survey results
- Megawatts of solar energy installed on state facilities
- Megawatts of renewable capacity added pending available data
- Percentage of alternative fuel vehicles and stations



STRATEGIC PLAN 2022-2024

◆◆◆◆GOAL NO. 3◆◆◆◆

3.00.00 Enable Virginia Energy personnel to perform at their full potential.

◆◆◆OBJECTIVE◆◆◆

3.01.00 To enable all employees to excel in meeting the objectives established in their Employee Development Profile (EDP) through June 30, 2024.

◆◆STRATEGIES◆◆

- 3.01.01** Virginia Energy will promote the Employee Recognition Program (ERP) in order to acknowledge and celebrate employee contributions to our mission.
- 3.01.02** Virginia Energy will utilize internal and external expertise to provide training applicable to all employees.
- 3.01.03** Virginia Energy will identify and pursue leadership training to further develop agency personnel.
- 3.01.04** Virginia Energy will review and update the agency-wide succession plan.
- 3.01.05** Virginia Energy will engage employees in the performance evaluation process to reach their full potential.

◆◆◆OBJECTIVE◆◆◆

3.02.00 To continuously improve Virginia Energy's organizational and staff capabilities through June 30, 2024.

◆◆STRATEGIES◆◆

- 3.02.01** Virginia Energy will update and maintain the resource plan to identify and reserve resources for funding and personnel.
- 3.02.02** Virginia Energy Directors and Supervisors will encourage employees to participate in new activities outside their core responsibilities for which they will be incentivized.
- 3.02.03** Virginia Energy will actively train and mentor new employees.



STRATEGIC PLAN 2022-2024

- 3.02.04** The Office of Human Resources will form a team to create, implement, and evaluate strategies to become a more diverse, equitable, and inclusive workplace.
- 3.02.05** Virginia Energy Supervisors will enable an environment that encourages a healthy work-life balance.
- 3.02.06** Virginia Energy Directors will work to improve internal communications to ensure employee engagement.
- 3.02.07** The Strategic Team will monitor the progress of all improvement initiatives.
- 3.02.08** Program Area Directors will evaluate customer survey results, grant-related metrics, and other evaluations to assess the efficient use of resources and effective management of programs.