

Oregon Department of Energy
Energy Siting Division
Operations and Policy Analyst Work Plan
July 2025 – July 2026

The Energy Siting Division uses annual work plans to guide current process improvement initiatives and to report on the status of activities from the previous year. Each work plan is developed during the final quarter of the preceding fiscal year and establishes direction and priorities for staff efforts beyond daily operations and ongoing responsibilities. Ensuring compliance with legal requirements and protecting Oregon's natural and energy resources remain the foundation of our daily review of compliance activities, applications, and amendments to site certificates.

Selected process improvement projects are intentionally aligned to the Department of Energy's Strategic Plan Imperatives, the Siting Division's Program Improvement Goals as well as the state energy facility siting stakeholders.

IMPERATIVES FROM ODOE'S STRATEGIC PLAN:

1. Expand and improve stakeholder engagement

- Increase applicant/certificate holders' trust and perception of the value of the state energy siting process by decreasing unknowns.
- Increase and enhance the public's understanding, participation and trust in the state energy siting process.
- Increase the quality and quantity of the Siting Division's connections to local, state, federal and tribal agencies that participate in the siting process.

2. Build practices and processes to achieve more inclusive and equitable outcomes

- Increase the accessibility of the siting process to provide opportunities for all stakeholders to participate in a meaningful way.

3. Assess and enhance organizational data capabilities

- Measure and report key performance metrics.
- Be accountable to our stakeholders by publishing performance data and using it to improve.

4. Assess and modernize agency programs and activities

- Systematically evaluate underlying business processes to achieve highest possible efficiency.
- Increase the efficiency, effectiveness, transparency, accountability and predictability of the site certificate process.

5. Optimize organizational efficiency and impact

- Strengthen the ability of the Energy Facility Siting Council, and Siting Division's staff and processes, to adapt to changes in energy markets and environmental constraints.

SITING PROGRAM IMPROVEMENT GOALS:

1. Oversight and Accountability

- Establish clear performance metrics and develop structured accountability and feedback mechanisms to support continuous program improvement.

2. Program Management

- Clarify overarching program management responsibilities and optimize the distribution of project oversight to support more effective operations.
- Strengthen internal roles for process improvement, performance tracking, and financial reporting to enhance transparency and coordination.

3. Performance Management

- Define meaningful performance indicators to measure, evaluate, and report on progress at both the program and individual levels.
- Develop consistent accountability practices that support professional growth and shared success.

4. Staffing and Qualifications

- Establish and implement robust internal training and development plans to build staff capacity.
- Focus on engagement and retention by fostering a supportive workplace and developing long-term succession planning strategies.

5. Financial Transparency

- Refine program-level financial reporting to improve visibility into expenditures and resource allocation.
- Revise internal policies for tracking time and expenses and explore software solutions that enhance billing and timekeeping efficiency.
- Seek opportunities to streamline reviewing agency reimbursement processes to ensure consistency and timeliness.

6. Project Management

- Clarify project management responsibilities across staff to ensure quality assurance, risk management, and timely delivery.
- Develop and implement standardized project tools and processes to improve coordination and effectiveness.
- Leverage technology to enhance project management and coordination between applicants, reviewing agencies, and Siting Division staff

7. Applicant and Reviewing Agency Coordination

- Expand guidance and resources to help applicants submit high-quality applications that meet expectations.
- Standardize and streamline the Request for Additional Information (RAI) process for greater consistency and transparency.
- Clearly define and communicate roles and responsibilities for reviewing agencies, Tribes, and local governments with involved in the Siting process

8. Public Engagement

- Enhance public-facing communication tools and guidance materials to make the process

more accessible and understandable.

- Standardize procedures for responding to public comments and testimony to promote transparency and engagement.
- Use technology where appropriate to expand outreach and clarity of Siting processes.

9. Rulemaking Opportunities

- Continue efforts to refine application standards and clarify required materials to support effective and efficient reviews.

10. Compliance Opportunities

- Explore rulemaking avenues to strengthen the compliance program's clarity and enforceability.
- Refine annual reporting processes to support standardized submissions, improve tracking of issues, and encourage proactive resolution over time.

The Operations and Policy Analyst (OPA) approached the assessment of Siting Division needs from a holistic perspective, aiming to identify work items that will create meaningful, long-term benefits for a broad range of stakeholders. While the OPA plays a key role in executing the annual work plan, certain initiatives are - or have been - led by other team members to ensure effective collaboration and shared ownership across the Division.

STATUS OF 2024-2025 PROJECTS

Not all projects scheduled for 2024-2025 were completed, and some did not begin. Projects currently in progress have been carried forward into the 2025-2026 work plan for completion. Projects that were previously identified but not started have been evaluated and either incorporated into the 2025-2026 plan or placed on a list for consideration in future years. As this was the first full year of the Operations and Policy Analyst (OPA) working with the Siting Division, the 2025-2026 project assessment reflects a more grounded and achievable approach, compared to the more aspirational tone of the previous years' plan

Public Engagement and Information Projects:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
Create Youtube video tutorials: Work with the ODOE communications team to create video tutorials on: <ul style="list-style-type: none"> - ORESA Mapping Tool - Submitting comments via the Siting public comment portal - EFSC process and how to engage with the process as a member of the public - Rule making process and how to engage with that process or joining a RAC - Other videos as identified throughout the year 	OPA collaborated with the ODOE Communications team to produce a short tutorial on the ORESA Mapping Tool, marking an initial step in developing public-facing educational content. While staff turnover limited the production of additional videos this year, the project remains active. OPA and the Communications team are evaluating which tutorial concepts will offer the greatest value for public outreach and process education, with the goal of aligning future content with stakeholder needs.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -The public -EFSC members -Siting Division team -ODOE
Update printed handouts: Work with Siting team to create a schedule for yearly review and updates of printed materials available at EFSC meetings.	OPA has not yet begun work on this effort but anticipates coordinating with the Siting team to develop a review and update schedule for EFSC meeting materials as part of upcoming priorities.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -EFSC members -Siting Division team

		-The public
Comment Portal updates: Work with IT to continue to improve the usability of the public comment portal. Work with IT to create a comment portal specific to submitting interest in being considered for a contested case.	OPA initiated updates to the public comment portal with the IT team in July 2024. Following challenges related to Microsoft compatibility, the team explored potential third-party platforms but ultimately determined they were cost prohibitive. In response, IT proposed an in-house solution tailored to the Division's needs. OPA is scheduled to collaborate on this approach later this year, contingent on IT team availability.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -The public -Siting Division team -EFSC members -Applicants and site certificate holders

Rulemaking:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
Update Siting Rulemaking webpages: Work with Rulemaking coordinator and ODOE Communications team to update the rule making webpages with a focus on user experience, and visually presenting information in a user-friendly format.	This project was placed on hold by the Communications team to allow for completion of broader agency-wide website updates, which began in April 2025 and are projected to complete in December 2025. In the meantime, OPA and the Rulemaking Coordinator are coordinating with Communications to ensure that necessary updates to the Rulemaking webpages are incorporated effectively once development resumes.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8, 9 <u>Stakeholders:</u> -EFSC members -Siting Division Team -ODOE -Applicants and site certificate holders -The public -Reviewing agencies
Create handouts for rule making: Work with Rulemaking coordinator to create handouts to be publicly available that explain the contested case rules.	This project has been placed on hold. OPA will revisit development of these materials in coordination with the Rulemaking Coordinator once capacity and timing align with broader outreach priorities.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8, 9 <u>Stakeholders:</u> -EFSC members -Siting Division Team

		-Applicants and site certificate holders -The public
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Compliance:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
Refine annual compliance processes: Work with compliance team to refine the annual compliance reporting process. This will include creating and communicating to certificate holders' standards for the following: <ul style="list-style-type: none"> - how sites submit their reports and additional supporting evidence - further refinement of the existing condition spreadsheets - creating a consistent tracking method for issues found at sites from year to year 	OPA led efforts to refine annual compliance reporting from operational sites, enhancing clarity and consistency through updates to compliance matrices and standardizing communication with certificate holders. OPA also coordinated with Haley & Aldrich to support preparations for site inspections conducted between May and August. In collaboration with the compliance team, OPA developed and implemented project tracking spreadsheets and partnered with Bailey Harris, ODOE's GIS expert, to introduce Survey123—strengthening the accuracy and consistency of onsite inspection notes.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> N/A <u>Stakeholders:</u> -Site certificate holders -Siting Division team -EFSC members
Refine tracking systems: OPA will focus on refining compliance tracking systems for year-to-year continuity and will work with the compliance team to strengthen the ties between annual reports, site inspections, and issues tracking systems.	Refining tracking systems is an ongoing, iterative effort. OPA has implemented processes that include reviewing prior years' annual reports to identify key conditions for emphasis in current-year reporting, as well as analyzing incident reports from both current and past reporting periods. OPA continues to collaborate with the compliance team to strengthen connections between annual reporting, site inspections, and issue tracking with the aim of supporting long-term continuity and program insight.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> N/A <u>Stakeholders:</u> -Siting Division team -EFSC members -Site certificate holders Reviewing agencies

Data mining: Continue to work on the data gathering process with the goal of defining how many hours are dedicated to each facility, where process efficiency can lessen time needed per-facility, and discover any further unknowns within the compliance processes and systems.	OPA directed data mining efforts toward the annual reporting process, collaborating with the Siting Division's financial analyst to enhance tracking mechanisms. This included updating timesheet categories to support more precise process monitoring and initiating monthly compliance data updates focused on project hours and financial metrics. These insights are actively informing broader improvements to the compliance program, particularly in refining annual reporting and inspection procedures. This work is ongoing and continues to deepen understanding of systemic challenges and opportunities for process enhancement.	<i>Imperatives:</i> 3, 4, 5 <i>Goals:</i> N/A <i>Stakeholders:</i> - Site certificate holders - Siting Division team - EFSC members
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Applications & Amendments:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
Update applicant guide: OPA will work with Siting Team and ODOE's Communications section to update the applicant guide with the goal of making it more user friendly, easier to digest, and include a checklist and helpful tips for navigating the application process.	This project has not yet been initiated, as compliance-related priorities required greater focus and capacity during the reporting period. OPA anticipates revisiting this effort in alignment with future workload availability and outreach planning.	<i>Imperatives:</i> 1, 2, 4, 5 <i>Goals:</i> 2, 7 <i>Stakeholders:</i> - Applicants - Siting Division team - EFSC members - Reviewing agencies
Create templates and style guides: Work with Siting team to create templates and style guides for the following: - Orders on applications & amendments - Public notices	Initial phases of this project were completed by the siting analysts, including the development of templates and style guides for application orders and public notices. OPA is continuing work on establishing a schedule for annual review and updating of these materials.	<i>Imperatives:</i> 1, 2, 3, 4, 5 <i>Goals:</i> 2, 6, - Project Management <i>Stakeholders:</i> - EFSC members - Siting Division team

<p>This task will also include:</p> <ul style="list-style-type: none"> - creating a schedule for yearly review and updates of those templates and revision of noticing procedures. - an audit on where are appropriate and needed spaces for public notice, considerations for this include many newspapers closing in Eastern Oregon and how to communicate effectively with the public in the digital age. - Proposals for the Rulemaking Coordinator to make changes to noticing requirements as information landscapes change. 		<ul style="list-style-type: none"> -Applicants & site certificate holders -The public -Reviewing agencies
<p>Update records checklist: Work with Siting Team to revise and update the checklist of what needs to go into a record, add additional details and turn the current checklist into a usable template with yearly revision.</p>	<p>This project is scheduled for initiation in the upcoming year. OPA will coordinate with the Siting Team to revise the existing records checklist, enhance detail, and develop a reusable template supported by an annual review process.</p>	<p><u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 2, 6, 7</p> <ul style="list-style-type: none"> -Project Management <p><u>Stakeholders:</u></p> <ul style="list-style-type: none"> -Siting Division team -EFSC members -The public -Applicants & site certificate holders -Reviewing agencies

Financials:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals
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		and Affected Stakeholders
Assess financial program: With guidance of draft recommendations from the program assessment, work with the Division's Fiscal Analyst to data mine timesheets, invoices, and general billable tasks. The focus will be on answering a variety of questions aimed at helping to create metrics to measure future process improvement efforts against.	OPA will learn about the financial aspects of the Siting processes and work with Financial Analyst to refine and streamline processes where we are able to.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 1, 3, 6 <u>Stakeholders:</u> -Siting Division team -EFSC members -Applicants & site certificate holders -Reviewing agencies
Fiscal Analyst overlap projects: Work with the Siting Division's Fiscal Analyst on her assigned projects as they overlap with the projects identified in this work plan. These include but are not limited to: -Financial assurance updates -Evaluate time tracking data -Siting Division financial policies and procedures	OPA has collaborated closely with the Siting Division's Fiscal Analyst to advance several overlapping initiatives. This includes supporting updates to financial assurance documentation and jointly refining compliance time tracking processes. Together, OPA and the Fiscal Analyst updated time tracking categories to enable more detailed data analysis. The Fiscal Analyst now prepares monthly site-level summaries of timesheet and financial data, which are reviewed by the compliance team. These insights have already prompted changes within the compliance program, including enhanced project tracking, and will continue to guide future improvements.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 1, 3, 5 <u>Stakeholders:</u> -Siting Division team -EFSC members -Applicants & site certificate holders -Reviewing agencies

General:

Task Overview	Status	Strategic Plan Imperatives, Siting Program Improvement Goals
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		and Affected Stakeholders
Audit desk manuals: create a schedule to audit current desk manuals on a yearly cycle and ensure they are accurate and up to date	OPA initially began work on this project but paused efforts due to shifting priorities. The project was relaunched this week and is now underway, with completion anticipated by the end of July. Early review determined that formatting changes were necessary to support consistency and usability across desk manuals. The final version will also include a schedule for annual audits to ensure materials remain accurate and up to date.	<u>Imperatives:</u> 3, 4, 5 <u>Goals:</u> 2, 4 <u>Stakeholders:</u> -Siting Division team -EFSC members
Cassette tapes: Create a system for internal processing of cassette tapes to transfer them to a digital format.	OPA collaborated with the Assistant Director for Siting to explore an in-house solution for converting EFSC meeting recordings from cassette to digital format and began drafting a standard operating procedure to support the process. During this work, audio quality concerns emerged that necessitate professional digitization services. OPA is now seeking a qualified vendor to ensure the tapes are converted accurately and preserved for future accessibility.	<u>Imperatives:</u> 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -Siting Division team -EFSC members
Update EFSC Member onboarding guide: work with Assistant Director of Siting, DOJ counsel, and EFSC members to update the onboarding guide and create a schedule for regular review and updating of the guide.	This project was not initiated during the current year due to competing priorities. It remains on the list for future implementation, with plans to engage the Assistant Director of Siting, DOJ counsel, and EFSC members when capacity allows.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 1 <u>Stakeholders:</u> -Siting Division team -EFSC members
Project management: Work with Siting Team and ODOE project managers to identify a project management tool and/or system that works to cohesively track workloads, project tasks and timelines, and allows for easier and more efficient task management throughout the Department.	This project is underway, with initial efforts focused on identifying systems compatible with existing tools. Within the compliance team, OPA implemented new Excel-based project trackers to improve task visibility and coordination. Building on this foundation, OPA will continue to evaluate Siting Division workflows to determine the most effective project management tools and practices for supporting cohesive	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 1, 2, 4, 6, 7, 8 <u>Stakeholders:</u> -Siting Division team -EFSC members

	workload tracking and streamlined task management across the Department.	
Performance metrics & responsibility scopes: Work with Siting Division staff and ODOE project managers to assess staff's current workloads, skill sets, job descriptions, and ensure that the work assigned is appropriate to their roles. Create clarity within the Division of each staff member's role and responsibilities and ensure that workloads are equitably distributed. Work with team to identify opportunities for skill building, internal training and to create plans around succession.	During the 2024-2025 work plan cycle, the Assistant Director for Siting began directly overseeing the Compliance Program. In turn, the Senior Policy Advisor transitioned away from that oversight role to concentrate on Applications and Amendments, as well as pre-construction and construction project. They are also serving as the primary liaison with the contractor Haley Aldrich. The Compliance Program adopted a new approach by integrating Siting Analysts more directly into its work, with operational facilities responsibilities now distributed across the full team of Analysts and Compliance Officers. Meanwhile, the Applications and Amendments team continues to experiment with project management strategies designed to foster greater collaboration and efficiency.	<u>Imperatives:</u> 2, 3, 4, 5 <u>Goals:</u> 1, 2, 4, 6 <u>Stakeholders:</u> -Siting Division team -EFSC members

2025–2026 Work Plan

Projects Started in 2024-2025 Continuing into 2025-2026

Task Overview	Expected Outcomes	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
<p>Comment Portal updates: Collaborate with the IT team to design and implement a new public comment portal focused on enhancing user experience, improving accessibility, and streamlining backend functionality for the Siting Division.</p>	<p>OPA began work on updating the public comment portal in partnership with the IT team in July 2024. After encountering compatibility challenges with Microsoft systems, the team explored third-party alternatives; however, cost considerations ultimately ruled them out. As a result, IT proposed a custom, in-house solution tailored to the Division’s specific needs. OPA will continue this collaboration later this year, with the goal of delivering a user-friendly, accessible portal that supports both public engagement and internal efficiency.</p>	<p><u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -The public -Siting Division team -EFSC members -Applicants and site certificate holders</p>
<p>Update Siting Rulemaking webpages: Collaborate with the Rulemaking Coordinator and the ODOE Communications Team to update the Siting Division’s rulemaking webpages. This effort will prioritize user experience and visual clarity, ensuring information is presented in a clear, accessible, and user-friendly format.</p>	<p>This project aims to align the rulemaking webpages with guidance from the Governor’s Office to improve transparency and clarity around rulemaking activities across the state. Enhancing the site’s interface and accessibility will ensure that stakeholders can easily find, understand, and engage with rulemaking efforts in a meaningful way.</p>	<p><u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 8, 9 <u>Stakeholders:</u> -EFSC members -Siting Division Team -ODOE -Applicants and site certificate holders -The public -Reviewing agencies</p>

<p>Cassette tapes: Coordinate outsourcing efforts to the digitizing of archival cassette tapes. This project will involve identifying a qualified vendor to securely process and transfer audio content from cassette format to a digital medium, ensuring preservation and future accessibility.</p>	<p>This project will ensure that archival audio records are converted from cassette to a modern digital format, improving long-term preservation, accessibility, and usability of Siting Division records. The result will be a secure, searchable resource that supports transparency and future reference needs.</p>	<p><u>Imperatives:</u> 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -Siting Division team -EFSC members</p>
<p>Audit desk manuals: Continue the ongoing project of auditing and refining Siting Division desk manuals. This includes consolidating individual manuals into a single, searchable PDF resource, ensuring easy accessibility for the Siting team. Develop new content as needed and implement a consistent audit schedule to maintain accuracy and relevance over time.</p>	<p>Improved clarity, consistency, and usability of internal processes for the Siting team, supporting efficiency, cross-training, and continuity of operations.</p>	<p><u>Imperatives:</u> 3, 4, 5 <u>Goals:</u> 2, 4 <u>Stakeholders:</u> -Siting Division team -EFSC members</p>
<p>Project management: Provide ongoing project management support by collaborating with the Siting team to refine existing Excel-based project trackers. Partner with IT and the Siting team to evaluate and implement additional tools that improve tracking of workloads, project milestones, and timelines. Aim to streamline task management practices across the Division for greater efficiency and transparency</p>	<p>Enhanced project management processes within the Siting Division, resulting in improved workload tracking, clearer timelines, and more efficient coordination across teams.</p>	<p><u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 1, 2, 4, 6, 7 <u>Stakeholders:</u> -Siting Division team -EFSC members -Applicants & site certificate holders -Reviewing agencies -The public</p>
<p>Performance metrics, responsibility scopes, & professional development: Collaborate with Siting Division staff to identify opportunities for internal training, skill building, and professional development, while also creating clear succession planning strategies.</p>	<p>This work is expected to lead to stronger project management skills across the Division, with staff better equipped to manage responsibilities effectively and collaboratively. Greater clarity around individual roles and performance expectations will support consistency in execution and accountability. As a result, team engagement is anticipated to grow through meaningful</p>	<p><u>Imperatives:</u> 2, 3, 4, 5 <u>Goals:</u> 1, 2, 4, 6, 7 <u>Stakeholders:</u> -Siting Division team -EFSC members</p>

Work to clarify each team member's role and responsibilities and define success through transparent performance metrics and well-communicated expectations.	opportunities for upskilling and professional development, fostering a culture of learning and continuous improvement.	-Applicants & site certificate holders -Reviewing agencies -The public
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New Projects For 2025-2026:

Task Overview	Expected Outcomes	Strategic Plan Imperatives, Siting Program Improvement Goals and Affected Stakeholders
Update printed handouts: Collaborate with the Siting team to update printed materials distributed at Energy Facility Siting Council meetings. Develop and implement a plan for regular review and updates to ensure handouts remain accurate, timely, and accessible to the public.	Printed materials are consistently updated and aligned with current information, supporting the Siting team's efforts to provide clear, relevant, and helpful resources to the public.	<u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> -EFSC members -Siting Division team -The public
Update applicant guide: In partnership with the Siting Team and ODOE's Communications Team, update the applicant guide to improve usability and accessibility. Revisions will focus on simplifying content, enhancing clarity, and incorporating a checklist and practical tips to support applicants through the siting process.	A more user-friendly applicant guide that leads to higher-quality submissions, reducing the need for follow-up information requests. Updates will also ensure the guide reflects recent changes to application requirements and organizational structure resulting from Rulemaking efforts.	<u>Imperatives:</u> 1, 2, 4, 5 <u>Goals:</u> 6, 7 <u>Stakeholders:</u> -Applicants -Siting Division team -EFSC members -Reviewing agencies

<p>Revise public facing templates: Collaborate with the Communications team to revise all public-facing siting templates in alignment with anticipated federal guidelines for ADA accessibility. Ensure that all updates reflect best practices for accessible communication and are implemented consistently across platforms.</p>	<p>Siting documents will be fully compliant with federal accessibility requirements, supporting equitable access to information for all stakeholders.</p>	<p><u>Imperatives:</u> 1, 2, 3, 4, 5 <u>Goals:</u> 8 <u>Stakeholders:</u> - EFSC members - Siting Division team - The public</p>
<p>Document management and cleanup: Coordinate with the Siting Team to organize and clean up shared F drive folders. Ensure all documents are properly named, filed in the correct locations, and aligned with established document management protocols. Support the development and consistent application of clear, Division-wide practices for ongoing document organization and maintenance.</p>	<p>Improved accessibility and organization of shared files, contributing to greater efficiency and consistency in document management across the Division.</p>	<p><u>Imperatives:</u> 3, 5 <u>Goals:</u> 2, 3 <u>Stakeholders:</u> - EFSC members - Siting Division team</p>

In addition to the projects outlined above, OPA will continue evaluating improvements made to the compliance annual reporting process during 2024-2025. This ongoing effort will focus on measuring the effectiveness of those changes and identifying areas for further enhancement.

OPA also maintains responsibility for Federal Coordination, which includes monitoring and tracking federal energy projects occurring within the state.

This year's work plan has been intentionally crafted to be more focused and achievable, drawing on insights gained from the past year's planning cycle. Projects from the 2024-2025 plan that are not advancing this year have been documented for future consideration, ensuring continuity and a clear path for long-term progress.

Finally, OPA will remain a reliable partner to the Siting Team, providing support for miscellaneous projects and emerging priorities as they develop throughout the year.