

Oregon Department of Energy

Energy Siting Division Operations and Policy Analyst Work Plan July 2026 – June 2027

The Energy Siting Division uses the Operations and Policy Analyst annual work plans to focus current process improvement activities and report on completion of past activities. The work plan provides direction and priorities for Siting Division staffs' efforts beyond day-to-day activities and other established responsibilities. Meeting all legal requirements and protecting the state's resources will continue to guide our day-to-day review of applications and amendments to site certificates.

Each fiscal year's prioritized list of tasks are developed in the last quarter of the previous fiscal year. The prioritized tasks will be considered when developing biennial budgets and assigning day-to-day work activities. The work plan also provides a historical record of completed tasks and a location for a prioritized list of identified future tasks. Table 1 in this Annual Plan achieves this by describing last year's activities and using those in combination with Siting Division Goals established in Fiscal Year (FY) 2025-2026 to determine the activities and tasks that should be prioritized in FY 2026-2027.

Oregon Energy Strategy and ODOE's Strategic Plan Guiding the Annual Work Plan

The five **Pillars from ODOE's Strategic Plan** underpin the annual Work Plan and are used as high-level goals. The combination of projects chosen ensure that all the high-level goals are addressed on an annual basis:

1. Addressing Oregon's Greatest Energy Challenges

- Prioritized and aligned resources that support ODOE's role in implementing the Oregon Energy Strategy and advancing its 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 legislative direction, best practices, and external circumstances.

2. Proactive, Inclusive Collaboration and Communication

- 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.

3. Accessible, Effective Services and Programs

- Strong understanding of how participant needs are considered while working within regulations and program requirements.
- Intentionally designed services and programs — and associated information resources — that are relevant and tailored to serve their intended users.
- Accessible services and programs to support participation of currently and historically underserved individuals, communities, and organizations.

4. Aligned, Well-Support People and Operations

- Clear roles and workflows that support effective planning, efficient 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, and roles.
- 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.

5. Reliable, Responsive Data and Analysis

- Data used and produced by ODOE is accurate, secure, organized, and managed in alignment with agency priorities and statutory responsibilities. It is used to inform energy and related programs, services, policy development, and decision making.
- Roles and protocols for data collection, management, analysis, and stewardship are clear, understood, and applied consistently.
- ODOE sustains a culture of innovation that encourages problem solving and trying emerging methods, increasing collaboration across teams, and exploring advanced technologies.

Both the Oregon Energy Strategy and ODOE's Strategic Plan outline specific items for Siting to work on. Items from the Strategic Plan, Pillar 3 helped design the tasks outlined in Table 1, below, such as the additional one-pagers task and the updating comment portal task in the FY 2026-2027 Annual Work Plan. These pillars will continue to guide portions of the annual work plan through 2029, and steps will be taken incrementally to meet the Pillar 3 goals.

The task in the Work Plan from the Oregon Energy Strategy that is an ongoing effort that will continue to be worked on with each contractual iteration of updates to ORESA. This task is also relevant under the Oregon Energy Strategy Electricity Action 4. The Work plan actions of updating and enhancing the Oregon Renewable Energy Siting Assessment Tool, with a goal of providing a robust database of lands that may be suitable for various types of electricity infrastructure projects aligns with the strategy.

ODOE 2026-2029 Strategic Plan – Pillar 3

- 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 key constituencies, including currently and historically underserved individuals, communities, and organizations in ODOE program implementation and policy development
- Improve understanding and clarity of the Energy Facility Siting Council process for multiple participants, including the public and developers, to support an efficient and meaningful energy facility siting process.
- Build on Strategic Program Evaluations from previous Strategic Plan by identifying and addressing opportunities to make programs more effective and accessible. Consider target user needs, methods of sharing program information, and efforts to streamline processes and collect data on program effectiveness.

Siting Program Improvement Goals:

As described in the FY 2025-2026 Annual Work Plan, the Siting Division outlined 10 goals with subsequent tasks associated with the goals to guide the tasks and activities that were prioritized. Table 1, below, describes the previous Annual Work Plan tasks as they align with Siting Division Goals, and then recommends tasks and actions to accomplish in FY 2026-2027 year.

The Department recommends that these goals be updated in the FY 2027-2028 Annual Work Plan.

Participants in the EFSC Process

The value to energy facility siting participants influence which projects are chosen annually to ensure process improvement projects have value to all who participate in the state siting process. The tasks recommended for FY 2026-2027 identify which participants are involved with the action. These include:

1. Applicants and site certificate holders
2. The public
3. Energy Facility Siting Council members
4. Reviewing agencies – State agencies, local governments and tribal governments
5. The Siting Division team

2026-2027 Recommendations:

The projects listed in Table 1 below for FY 2026-2027 are designed to build off past plans by focusing on direct, actionable items identified through previous assessment efforts.

Table 1: Siting Division 2025 Improvement Goals, 2025-26 Tasks and Completion Status and Proposed 2026-27 Tasks

FY 2025-2026 Goal	FY 2025-2026 Task	FY 2025-2026 Status	FY 2026-2027 Task	FY 2026-2027 Expected Outcomes and Participants
1. Oversight and Accountability				
Establish clear performance metrics and develop structured accountability feedback, and correction mechanisms to support continuous program improvement.	N/A	Not designated in Annual Work Plan, however, Siting Analyst team has created weekly task tracking with weekly check in meetings to check on deliverable progress. This is overlaid with Analysts keeping timesheets up to date on a weekly basis so real time per task can be seen to evaluate how much is left to be done or if realigning is necessary. The same has been done for the Compliance team, however that dropped off for a time with staff changes and is being re-instated in FY 2026-2027.	Maintain weekly task tracking with timesheet updates for Analyst team and re-implement weekly task tracking with timesheet updates for compliance team. Both teams need accountability tracking if there are tasks/deliverables that are not complete or over billing.	Expected Outcomes - Stronger task tracking leads to higher accountability - Adds clarity to team members on project priority - Adds additional accountability to cost tracking - Increases team ability to adjust task priority as needed Participants Impacted Siting Team, Applicants, Cert. Holders, EFSC, The Public, Reviewing Agencies
2. Program Management				
Clarify overarching program management responsibilities and optimize the distribution of project oversight to support more effective operations.	N/A	Throughout the year the Senior Policy Advisor stepped back from the Compliance team task tracking and management, and the Assistant Director moved into the role.	Assistant Director will continue to onboard into the Compliance team workload and oversee the overall workload. For further recommendations for programmatic structure changes see Attachment 1 Recommendations for Annual Work Plan.	Expected Outcomes - Stronger oversight, guidance, and support of the Compliance Program and Team - Stronger oversight, guidance, and support of the Siting Analyst Team - Stronger communication and workload distribution between the two teams - Increased ability to be proactive, instead of reactive to workloads and workload changes Participants Impacted Siting Team, Applicants, Cert Holders, EFSC, The Public, Reviewing Agencies
Strengthen internal roles for process improvement, performance tracking, and financial reporting to enhance transparency and coordination.	N/A	Not designated in the Annual Work Plan, however, Fiscal Analyst and Senior Policy Advisor have created spreadsheets to be able to track in real time billing on projects by staff to be able to more quickly identify if a task is misunderstood. Spreadsheets have also been generated to track overall spending on ASCs and Amendments to better inform cost estimating for projects. Financial updates sent to applicants. Fiscal Analyst also created stronger fiscal analysis spreadsheets of	Staff will maintain and continue to improve financial tracking for staff time, compliance tasks, and project-related work. Financial updates will continue to be sent to applicants. Financial updates planned to be sent to certificate holders for amendments. Compliance sheets will continue to be revised and looked at on a weekly basis, creating a stronger tie between tasks and costs vs. estimates.	Expected Outcomes - Stronger oversight of financial costs of processing applications, amendments and compliance - Increased communication to applicants and certificate holders of incurred costs Participants Impacted Siting Team, Applicants, Cert. Holders

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		operating facilities and presents these on a monthly basis.		
3. Performance Management				
Define meaningful performance indicators to measure, evaluate, and report on progress at both the program and individual levels.	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. Work to clarify each team member's role and responsibilities and define success through transparent performance metrics and well-communicated expectations.	<u>Not completed.</u> Due to other priorities along with turnover in Siting and ODOE, this task has not been a focus. This work was 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 opportunities for upskilling and professional development, fostering a culture of learning and continuous improvement. Siting staff did participate in a project management training offered through DAS, however the general feedback on that training was that it was short, not particularly robust, and too generic to be fully applicable to Siting work.	N/A	N/A
Develop consistent accountability practices that support professional growth and shared success.	N/A	N/A	N/A	N/A
4. Staffing and Qualifications				
Establish and implement robust internal training and development plans to build staff capacity.	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.	<u>In progress.</u> Some desk manuals have been updated, new manuals for compliance processes have been created. There is still a list of about 16 processes to update or create. The goals of those are to improve clarity, consistency, and usability of internal processes for the Siting team, supporting efficiency, cross-training, and continuity of operations.	Create Internal Process Documents: Review the necessity of retaining and updating some procedures, remove inapplicable procedures. Rename and revise current 'desk manuals' and create new ones that add clarity and consistency for internal processes. Annually coordinate with Siting staff and train all Siting staff on procedures to help ensure procedures are followed.	Expected Outcomes - Improve clarity, consistency, and usability of internal processes for the Siting team - Support efficiency, cross-training, and continuity of operations - Increase understanding of processes by new employees Participants Siting Staff
Focus on recruitment, engagement and retention by fostering a supportive workplace	N/A	N/A	N/A	N/A

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FY 2025-2026 Goal	FY 2025-2026 Task	FY 2025-2026 Status	FY 2026-2027 Task	FY 2026-2027 Expected Outcomes and Participants
and developing long-term succession planning strategies.				
5. Financial Transparency				
Refine program-level financial reporting to improve visibility into expenditures and resource allocation.	N/A	Same as above under No. 2: Not designated in Annual Work Plan, however, Fiscal Analyst and Senior Policy Advisor have created spreadsheets to be able to track in real time billing on projects by staff to be able to more quickly identify if a task is misunderstood. Spreadsheets have also been generated to track overall spending on ASCs and Amendments to better inform cost estimating for projects. Financial updates sent to applicants.	Staff will maintain and continue to improve financial tracking for staff time, compliance tasks, and project-related work. Financial updates will continue to be sent to applicants. Financial updates planned to be sent to certificate holders for amendments.	See goal 2.
Revise internal policies for tracking time and expenses and explore software solutions that enhance billing and timekeeping efficiency.	N/A	See above. Existing tools are sufficient for tracking, and timekeeping. If needs change, additional tools will be revisited at that time.	N/A	N/A
Seek opportunities to streamline reviewing agency reimbursement processes to ensure consistency and timeliness.	This goal was moved to the Fiscal analyst work plan and is no longer tracked here.	N/A	N/A	N/A
6. Project Management				
Clarify responsibilities across staff to ensure quality assurance, risk management, and timely delivery of work products.	N/A	Same as No. 1. Not designated in the Annual Work Plan, however, Siting Analyst team has created weekly task tracking with weekly check in meetings to check on deliverable progress. This is overlaid with Analysts keeping timesheets up to date on a weekly basis so real time per task can be seen to evaluate how much is left to be done or if realigning is necessary. The same should be done for the Compliance team.	Same as No. 1. Maintain weekly task tracking with timesheet updates for Analyst team and re-implement weekly task tracking with timesheet updates for compliance team. Both teams need accountability tracking if there are tasks/deliverables that are not complete or over billing.	See goal 1.
Develop and implement standardized project tools and processes to improve coordination and effectiveness.	1. 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	1. <u>Efforts ongoing</u> . The team made efforts towards this through project management training and implementing new or refined excel tracking sheets. These efforts are ongoing and will continue to be refined and changed as needed. 2. <u>In progress</u> . Siting successfully moved to MS SharePoint, allowing for increased collaboration, and some efforts to other	Document Training, Management & Cleanup Coordinate with the Siting and Compliance teams to train on standard procedures for record keeping and clean up historic files and ensure documents are clearly named, following naming protocols, and are aligned to present doc management protocols through training and group “clean up” days or other methods to track records are being properly maintained.	Expected Outcomes • Ensure consistent records retention and saving across the Siting and Compliance Teams and across projects. • Increase program resiliency and strong internal filing, making it easier for all Siting staff to locate files. • Increasing support of project tracking should lead to an increase of

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	across the Division for greater efficiency and transparency 2. 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.	document management cleanup has taken place. This project will continue to be ongoing for some time.	Contractor Project Management/Tracking Increase support on project tracking between ODOE and contract work (Haley Aldrich). Continue to support project tracking for the Compliance team.	deliverables being sent on time, in both directions, and allow for stronger communication and clarity of expectations. Continuing to support compliance with project and task tracking to ensure deliverables are completed on-time. Participants Siting staff, EFSC, Applicants and Cert Holders,
Leverage technology to enhance project management and coordination between applicants, reviewing agencies, and Siting Division staff	N/A	Not in the Annual Work Plan, however efforts have been made by the team, primarily by Rulemaking Coordinator to use AI tools to increase efficiency of comment public comment processing. AI tools have also been used to increase efficiency of process and procedure documents, all with thorough review by the team.	Explore and Implement AI Continue to explore AI tools and implementing them where appropriate and helpful in Siting and Compliance processes.	Expected Outcomes Reducing administrative tasks with the help of AI freeing up time for the team to focus more on their substantive work. Participants Siting Staff, Public, EFSC, Applicants and Cert. holders, Reviewing agencies
7. Applicant and Reviewing Agency Coordination				
Expand guidance and resources to help applicants submit high-quality applications that meet expectations.	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.	<u>In progress</u> . Efforts towards this have started, but have not been completed in FY 2025-2026.	Update Applicant Guide Update guide to reflect current standards, rules, and processes. With the update create helpful one-pagers to call out specific items that support applicants in understanding what to submit in their applications. Use the project order template to create a quick view for current policies and requirements for hot topics or controversial issues.	Expected Outcomes Increase transparency and understanding of what applicants need to submit in order to have complete applications. Participants Applicants and Certif. holders, EFSC, Siting Team, Reviewing agencies
Standardize and streamline the Request for Additional Information (RAI) process for greater consistency and transparency.	N/A	Not designated in the Annual Work Plan, however, staff implemented a streamlined process for RAI tracking using a RAI table template, where the RAI table is issued and then additional RAI's and applicant responses are tracked in the same table on a SharePoint.	Staff will maintain this procedure in FY 2026-2027 and increase opportunities to share information to reduce lag time between ODOE and applicant communication.	Participants Siting Staff, Applicants and Cert. Holders, Reviewing Agencies
Clearly define and communicate roles and responsibilities for reviewing agencies, Tribes, and local governments with involved in the Siting process	N/A	N/A	Create and update one-pager for reviewing agencies to understand where they intersect with EFSC process	Expected Outcomes Add clarity for reviewing agencies on where they intersect and how/when to participate in the EFSC process

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				Participants Siting Team, Reviewing Agencies, Applicants and Cert. Holders, EFSC, Public
8. Public Engagement				
Enhance public-facing communication tools and guidance materials to make the process more accessible and understandable.	1. 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. 2. 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.	1. <u>Not complete</u> . 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. Due to turnover in IT this project has been put on hold. 2. <u>Complete</u> . ODOE Comms team completed as of April 2026. This project aimed to align the rulemaking webpages with guidance from the Governor's Office to improve transparency and clarity around rulemaking activities across the state. Website also reflects changes to increase readability and accessibility.	Update/Change Comment Portal Research and implement a solution to the public comment portal, including comment submission via email, that increases usability for both the public and the Siting team.	Expected Outcomes - Address the current pain points of the public comment portal - Increase ease of commenting for the Public - Make it easier for the Siting team to process comments and add them to the public record. Participants Applicants and Cert. Holders, Public, EFSC members, Reviewing agencies, Siting Team
Standardize procedures for responding to public comments and testimony to promote transparency and engagement.	3. 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.	3. <u>In progress</u> . some handouts have been updated, there are still 2 that need to be completed.	Create and Update One-Pager for contested cases	Expected Outcomes - Add clarity for the public on how to participate in a contested case - Add clarity for the public on how and when to participate in the public process Participants Public, Siting Team
Use technology where appropriate to expand outreach and clarity of Siting processes.	4. 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.	4. <u>Complete</u> . The Siting Public Guide, along with most linked one-pagers have been updated. There are still a few documents to update, including the applicant guide. Siting documents will be fully compliant with federal accessibility requirements, supporting equitable access to information for all Invested Parties.	Update remaining public handouts	
9. Rulemaking Opportunities				
Continue efforts to refine application standards and clarify required materials to support effective and efficient reviews.	N/A	Not designated in FY 2025-2026 Annual Work Plan, however, multiple rulemaking efforts have been initiated and completed that help streamline process and clarify rules. The rulemaking alignment projects are designed to better connect the application	1. Create and Update one-pagers for rulemaking 2. Rulemaking efforts will continue to focus on clarifying standards, opportunities for participation, application and process processes	Expected Outcomes Add clarity for the public and stakeholders on how to participate in rulemaking proceedings Participants Public, Siting Team

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		requirement to the standards to in part, help applicants submit more complete applications. Phase 1: Completed in August 2023. Reorganized rules in Divisions 015 to 026 to create clear separation of procedural and substantive provisions in the rules, while also clarifying what the applicant’s responsibilities are and what staff’s responsibilities are in the siting process. Phase 2: Completed in March 2025. Moved application information requirements from Division 21 to the applicable Council standard located in Divisions 22, 23, and 24. Phase 3: Update groupings of standards to ensure that applicants are required to submit all necessary information to ensure compliance with the Council's standards and likewise that the rules do not require applicants to submit information that is not required to ensure compliance with the Council's standards. • Ongoing - Retirement and Financial Assurance and Organizational Expertise Standard • To be initiated in Q3 2026 – Soil, Structural & Waste Minimization Standard		
10. Compliance Opportunities				
Explore rulemaking avenues to strengthen the compliance program’s clarity and enforceability.	N/A	This was not designated in the FY 2025-2026, however, compliance rulemaking is underway.	The compliance rulemaking will be underway in FY 2026-2027.	See Rulemaking presentation at June 2026 EFSC meeting.
Refine annual reporting processes to support standardized submissions, improve tracking of issues, and encourage proactive resolution over time.	N/A	This was not designated in the FY 2025-2026 Annual Work Plan, however, the Operations Analyst and Compliance teams have worked on standardized templates for inspection reports, matrixes, and site inspection coordination. This is also being addressed in the compliance rulemaking as well.	Rulemakings related to some of these goals will occur in FY 2026-2027.	See Rulemaking presentation at June 2026 EFSC meeting.

Commented [TC1]: I like connecting some rulemakings to process improvement because it reminds people who review this of the bigger picture efforts.

However, the way I have included the information doesn’t align very well with the table columns. So feel free to adjust as you see fit, while still maintaining the content.

FY 2025-2026 Project outside of these goals:

Cassette tapes: Coordinate outsourcing efforts to the digitizing of archival cassette tapes. This project involved identifying a qualified vendor to securely process and transfer audio content from cassette format to a digital medium, ensuring preservation and future accessibility.

Complete. This project is complete as of May 2026. All cassette tapes have been digitized and most include a transcript of the meeting.

Additional Guiding Items:

Both the Oregon Energy Strategy and ODOE’s Strategic Plan outline specific items for Siting to work on. Items from the Strategic Plan, Pillar 3 helped design the additional one-pagers task and the updating comment portal task in the FY 2026-2027 plan. These pillars will continue to guide portions of the annual work plan through 2029, and steps will be taken incrementally to meet the Pillar 3 goals.

The item from the Oregon Energy Strategy is an ongoing effort that will continue to be worked on with each contractual iteration of updates to the Oregon Renewable Energy Siting Assessment Tool.

Oregon Energy Strategy

Electricity Action 4. Update and enhance the Oregon Renewable Energy Siting Assessment Tool, with a goal of providing a robust database of lands that may be suitable for various types of electricity infrastructure projects.

ODOE 2026-2029 Strategic Plan – Pillar 3

- 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 key constituencies, including currently and historically underserved individuals, communities, and organizations in ODOE program implementation and policy development
- Improve understanding and clarity of the Energy Facility Siting Council process for multiple participants, including the public and developers, to support an efficient and meaningful energy facility siting process.
- Build on Strategic Program Evaluations from previous Strategic Plan by identifying and addressing opportunities to make programs more effective and accessible. Consider target user needs, methods of sharing program information, and efforts to streamline processes and collect data on program effectiveness.

Future Work Plan Focuses:

The projects listed for FY 2026-2027 year are designed to build off of past plans by focusing on direct, actionable items identified through previous assessment efforts. Future work plan focuses will continue to use the framework created in past plans to further examine and refine the Siting Division’s efforts towards improving and will build on the projects focused on for this year.