



2023 – 2025 EFSEC Strategic Plan

Vision

Responsible siting today for cleaner energy tomorrow.

Mission

To conduct environmental reviews of proposed energy facilities and balance the increasing demands for energy facilities in conjunction with the broad interests of the public, with particular attention to overburdened communities, as we make siting recommendations to the governor. Ensure approved facilities are accountable and comply with environmental requirements, from construction through operation, decommissioning, and site restoration.

Values & Principles Statements

We conduct our work in a transparent, objective, and neutral manner to ensure fair, balanced, and impartial recommendations through:

a. Inclusion and Respectful Collaboration

- We recognize the strength that comes with a diverse, equitable and inclusive workforce and processes.
- We value and strive to undertake dignified respectful engagement with all communities.
- We are committed to cultivating a broad range of perspectives to promote intentional listening and respectful collaboration with diverse communities and governments.
- We support the principles of environmental justice and prioritize collaboration with overburdened communities with environmental and health disparities.

b. Best Available Science

- We conduct our work using thorough, fair, and science-based review methodologies to deliver confident recommendations.

c. Engaging Tribal Governments

- We include and attach great importance to meaningful sovereign tribal government consultation through respectful engagement to ensure cultural protection and competency in our work.

d. Efficiency, Accountability and Fiscal Responsibility

- We are efficient, accountable, and fiscally responsible in our work.

e. Workforce Integrity & Responsibility

- We embrace integrity and responsibility in our work.

f. Professional Excellence

- We strive for professional excellence through adaptive and innovated processes and engaged environmental learning.

Goals, Objectives, and Performance Measures

NOTE: Objectives shared externally are labeled (E) and are owned by the Administration staff. Objectives that are internal to EFSEC are labeled (I) and owned by the Siting and Compliance staff.

Goal 1 – Establish EFSEC agency infrastructure and administrative functions.

Objective 1.1: Maintain cost effective services for our customers. (E)

Initiatives

1. Procure quality, effective, and efficient contracted services.
2. Ensure responsible agency fiscal spending to minimize operational costs.

1.1 Performance Measure: Quality of services are assessed and contracted at the lowest possible price for value 100% of the time.

Objective 1.2: Establish an enterprise content management system (ECM). (E)

Initiatives:

1. Establish an open records process.
2. Establish a process for scanning and storing paper-based records
3. Update the current agency policy & procedures and educate staff regarding use of both processes.
4. Identify the agency's ECM requirements system to inform a request for system funding via a decision package presented to OFM in July 2025.

1.2A Performance Measure: Identify the EFSEC enterprise content management (ECM) requirements and funding needs by July 2025.

1.2B Performance Measure: Contract for an ECM and implement by June 2026; identify the key project and implementation milestones and provide them to leadership throughout the project.

Objective 1.3: Hire and train qualified staff and minimize attrition. (E)

Initiatives:

1. Hire all critical positions within 90 days of vacancy.

1.3A Performance Measure: Open FTE positions will be 100% filled with qualified staff by December 2023.

Initiatives:

1. New employee orientation, including DES, etc. training, will be completed within 30 days of hire.
2. Job-specific training will be completed within a year.

1.3B Performance Measure: New employee training will be completed within 30 days and job specific training will be completed within one year of hire.

Initiatives:

1. Regrettable attrition will be minimized.

1.3C Performance Measure: The annual non-desirable loss of employees will be limited to, or less than, 10% of agency employees.

Objective 1.4: Develop biennial cost projections for operational facilities. (E)**Initiatives:**

1. Stabilize quarterly project costs by July 2024.

1.4 Performance Measure: Project costs for operational projections will fluctuate within a 10% variance annually.

Objective 1.5: Optimize responses to media requests and informational updates (E)**Initiatives:**

1. The project websites will be utilized to streamline and support media requests and information sharing.
2. The media response process will be finalized, adopted, and socialized to promote efficiency, transparency, and information-sharing.

1.5A Performance Measure: 100% of media requests will be referred to the EFSEC Media Liaison and/or project website as the response, or in addition to the response.

1.5B Performance Measure: All requests for information or comment will be acknowledged within 24 business hours of receipt. Media requests will be answered within 72 business hours. All other requests will be reviewed for response timeline on an individual basis.

Goal 2 – Meet the site evaluation timelines and requirements of proposed energy projects, while balancing the need for new energy facilities with the broad interests of the public.

Objective 2.1: Optimize information-sharing via maintained EFSEC project web site (E)**Initiatives**

1. Project websites will be updated to display key milestones of the site evaluation or compliance assurance process.

2.1 Performance Measure: Project process flow completed and posted by September 2023.

Objective 2.2: Identify and illustrate the milestones and communications within the key siting and compliance processes and timeline ranges to ensure suitable communications, actions, comments, and necessary content to promote the efficient flow of projects – internally, externally and for the Council. (I)

Initiative:

1. Identify the milestones within the site evaluation process flow.
2. Provide more timeline information in the pre-application process and application form.
3. Develop templates for required communications to meet the required timelines and distribution of information at key points in the process.

2.2 Performance Measure: Updated site evaluation process flows for solar project proposals (new & old energy projects), expected communication points and messaging, and compliance requirements for existing projects will be drafted by December 2023.

Objective 2.3: Develop a process to comply with the site evaluation requirements for new clean energy technologies. (I)

Initiative:

1. Define the gap between current site evaluation requirements and those necessary for clean energy technologies.
2. Develop the site evaluation requirements for new clean energy technologies, using gap analysis to adapt our current processes and procedures. Consider environmental justice principles (HEAL) for use in procedural assessments, particularly when overburdened and vulnerable communities are involved.

2.3 Performance Measure: Complete a gap analysis for the process to conduct site evaluations for new clean energy manufacturing and generation technologies new to EFSEC by December 2023.

Goal 3 – Ensure approved facilities are accountable and comply with environmental requirements, from construction through operation, decommissioning, and site restoration.

Objective 3.1: Annual compliance activities on operational facilities are completed and published. (I)

Initiative:

1. Facility compliance assessments are completed at minimum once every 12 months.

3.1 Performance Measure: Active energy facilities will be compliant with annual evaluations.

Goal 4 – Support and collaborate with over-burdened communities.

Objective 4.1: Develop meaningful engagement, collaboration, and decision-making processes with tribal governments. (E)

Initiatives:

1. Develop tribal government stakeholder and communication framework and plan, including best practices, protocols for communication, and collaboration with federally recognized tribes. Define the points of compliant communications and information sharing with the Council.
2. Implement plan, track results, and employ improvements.
3. Integrate environmental justice principles, practices, and assessments into community engagement plans, and decision processes (HEAL Act).

4.1 Performance Measures: Establish the stakeholder and communication framework with tribal governments by December 2023.

Change Control Log

1	EFSEC Strategic Plan – Draft Final	External objectives sent to OFM with 2022 Decision Package	December 16, 2022
2	EFSEC Strategic Plan - Final	Finalized changes to Objective 2.2 and PM w/Ami Hafkemeyer	January 25, 2023
3	Strategic Plan – Final 2.0	Admin staff review; changes to Objectives 1.2A & B; PM 1.4 and PM 1.5	February 22, 2023
4.	Strategic Plan – Final 2.1	Restructured table; added Change Control Log	February 28, 2023
5	Strategic Plan – Final 2.2	Updated PM 1.2B, 1.4, 1.5A & 1.5B with their respective owners.	May 3, 2023
6.	Strategic Plan – Final 2.3	Updated PM 2.1, 2.2, 2.3, and 3.1 with their respective owners and D. Walker.	May 16 (S.H.) and May 25, 2023 (A.H, J.O.)