PacifiCorp Project PEER – Community Benefits Plan

1. INTRODUCTION

Project PEER establishes a profound collaborative engagement system between the local electrical utility, PacifiCorp, and several local stakeholders to create a positive community impact and leverage the strength of the utility industry to support energy equity and local resilience measures. To honor GRIP's social intent, PacifiCorp will make investments that match its ambition, measure its performance, and maintain accountability both internally and externally.

Developing Project PEER has led PacifiCorp to consider the adoption of an independent, data-driven approach to measure impacts on communities. This approach will guide — in conjunction with active collaboration — appropriate program modifications. To meet this objective, PacifiCorp will establish a Regional Coordination Unit (RCU). Led by Rural Development Initiatives (RDI), the RCU will leverage subject matter experts — including community representatives — to gain insights into the needs of communities under PEER's umbrella of programs, ensure transparency, and provide a robust feedback loop to optimize investments (see Figure 1). Rural Development Initiatives (RDI) is a 501(c)(3) nonprofit. It is in the forefront of rural leadership development and has helped create and implement locally driven strategies in hundreds of rural communities in the Pacific Northwest region. The RCU will include members of academia, community-based organizations (CBO) including non-profits, and key communities and tribes. Building from existing community engagement[1] at PacifiCorp, the RCU will ensure customer and community voices are heard throughout the development, implementation, and evaluation of Project PEER.

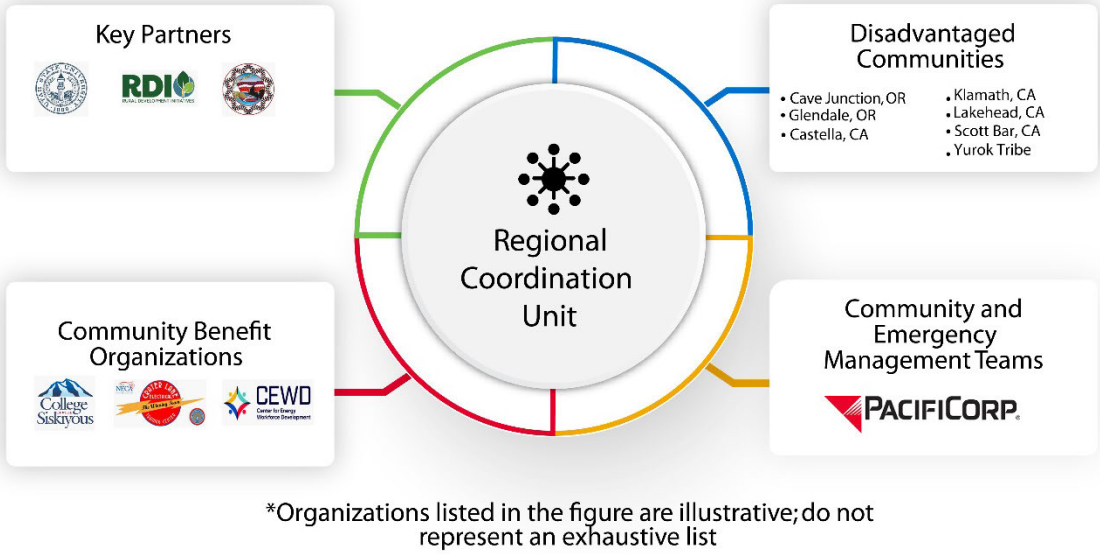

Figure 1—PacifiCorp's Community Benefits Structure and Regional Coordination Unit (RCU)

[1] Oregon Community Benefits and Impacts Advisory Group (pacificorp.com) and Washington Equity Advisory Group and https://www.pacificorp.com/energy/washington-clean-energy-transformation-act-equity.html

PacifiCorp, if selected for grant award, will dedicate approximately 10% of the federal grant funds towards community benefit programs. A detailed budgetary breakdown for the project's community benefits plan activities is listed in the budget justification workbook (see *Budget_Justification.xls*). Most of these funds will be used to establish pre-apprentice training programs in disadvantaged communities (DAC) and tribal areas in three states, and expand existing programs, for which PacifiCorp has dedicated teams and responsibilities (see organizational structure in Section 4.1 of the Technical Volume). The funding would also allow RDI to create and manage the RCU framework, identify metrics, obtain community feedback, and measure impact. While the team has finalized details of selected community programs pertinent to this award, other programs will be reviewed and finalized post-award selection. For programs where details are available — such as our partnership for high school pre-apprentice training — PacifiCorp is committed to the SMART measurable, time-bound milestones outlined in this document. For programs at a more developmental stage, the project has allocated budgetary funding, and post-award, the team is expected to add more granular details on tasks and milestones to demonstrate overall community benefits.

2. COMMUNITY AND LABOR ENGAGEMENT

PacifiCorp has a strong track record of engaging labor unions, local governments, tribes, and community stakeholders. By seeking and engaging the perspectives of the communities we serve, we can increase the likelihood of on-time, successful, and mutually beneficial projects. With PEER, PacifiCorp will not only accelerate existing initiatives, but also develop durable, new partnerships.

2.1. Labor Unions

PacifiCorp has robust working relationships with local unions developed through a leadership team commitment and continuous engagement with union members. With over of PacifiCorp employees represented by six local labor unions (see Table 2) under International Brotherhood of Electric Workers (IBEW) and Utility Workers Union of America (UWUA), we have and continue to prioritize feedback and engagement with local unions and union leaders.

Table 2 — Union Representation of PacifiCorp Employees

Union	Location	Employees	CBA[2] Expiration
IBEW Local 57	Salt Lake City, Utah	(b) (4)	(b) (4)
IBEW Local 77	Seattle, Washington		
IBEW Local 125	Portland, Oregon		
IBEW Local 659	Medford, Oregon		
UWUA Local 127	Casper, Wyoming		
UWUA Local 197	Coos Bay, Oregon		

SMART Milestone: By Q4 2027, PacifiCorp is committed to successfully renegotiating the five CBAs expiring during project implementation.

Quarterly labor management meetings: Including company and union leaders, these meetings create a space to formally discuss strategic initiatives, concerns, and contract revisions. These

[2] Collective Bargaining Agreements

meetings ensure company management and union leadership address key priorities for local unions and PacifiCorp together, which encourages alignment on future roadmap.

PacifiCorp Employee Engagement Team (PEET): PEET, created in 2015, engages management and labor employees in conversation on training programs, field manuals, and other materials to ensure employees have what they need to work well and safely. PEET feedback, solicited through surveys and discussions, is one of the many ways we strengthen our labor relationships, and minimize labor-related risks in implementation of projects such as PEER.

All field crew labor used for Project PEER implementation — internal PacifiCorp employees, as well as contract employees — will be represented by unions. We are committed to enhancing our strong union relationships through continued dialogue, engagement, and discussions. This commitment is demonstrated by the letter signed by IBEW local union 659 (see *PacifiCorp_Partner.pdf*).

2.2. Local Governments and State Agencies

PacifiCorp works extensively with local governments and state government agencies to enhance our understanding of local needs. For example, PacifiCorp annually updates wildfire mitigation plans for approval by state regulators in California and Oregon. For these updates, PacifiCorp hosts working sessions, town halls, webinars, and other forums to facilitate dialogue, identify, and address challenges associated with wildfire prevention and response. Feedback from local first responders, county governments, and state regulators has provided PacifiCorp with critical insight into prioritization of PEER's circuits and impact areas (spread across Siskiyou, Del Norte, and Shasta counties in California, and Josephine and Douglas counties in Oregon).

As our service areas have faced increasing wildfire risks, PacifiCorp has increased our internal emergency response and coordination. PacifiCorp has established working relationships with state firefighting agencies including CAL FIRE, Oregon Department of Forestry (ODF), and other public safety partners. Through close coordination with CAL FIRE, ODF and other agencies, PacifiCorp expects to enhance efficacy of the wildfire mitigation efforts.

2.3. Tribal Entities

PacifiCorp continues efforts to seek to understand the needs of Tribal Nations in our service regions and to prioritize their safety and reliability. As an example, the PEER scope evolved to address the needs of the Yurok Tribe. PEER was initially intended primarily as a wildfire risk reduction project. While engaging with Yurok tribal community in PacifiCorp's northern California service territory, it was clear they faced significant reliability issues due to the system's location in a very challenging, remote terrain. During past engagements, the tribe highlighted the severe impact of outages primarily caused by periodic flooding of the Yurok distribution substation and tree or lightning related outages on the 69-kilovolt transmission line. PEER includes rebuilding the substation to ensure future flooding does not impact it. Additionally, an advanced transmission recloser will be installed on the 69-kilovolt line serving the substation; this is expected to mitigate a significant number of outages caused by temporary faults such as lightning or tree contacts, thus providing a more comprehensive solution. PacifiCorp proposes to continue a robust engagement strategy to explain the project, offer regular updates on its progress and respond to concerns from the community. In addition, Crater Lake Electrical Joint Apprenticeship Training Center (CLEJATC), a PEER sub-recipient, will coordinate with PacifiCorp and the Yurok

Tribe to implement pre-apprenticeship programs at local high schools. Through a partnership with Utah State University (USU), PEER will also establish pre-apprentice programs at high schools in multiple tribal communities in eastern Utah. Through these partnerships, PacifiCorp seeks to develop models for tribal workforce development that could be applied to other company-tribal relationships across our service territories and other regions in the United States.

2.4. Local Stakeholders

PacifiCorp seeks dialogue with stakeholders and community engagement through surveys and direct feedback. In our 2022 Oregon System Planning Survey, PacifiCorp queried over 4,500 stakeholders including customers, tribes, community organizations, and government entities. Survey respondents in Project PEER implementation areas had a strong interest in increasing their communities' preparedness for natural disasters. This feedback confirms that PacifiCorp's Project PEER framework addresses local needs.

Going beyond surveys, PacifiCorp engages directly with community members. For example, in 2021, PacifiCorp facilitated the creation of the Washington Equity Advisory Group (EAG), which focuses on community-based actions to move toward meeting Clean Energy Transformation Act in Washington. The EAG meets every month to share program details, obtain feedback, and plan resources. Similarly, in 2022, PacifiCorp started the Oregon Community Benefits and Impacts Advisory Group,[3] to increase engagement with communities that have not traditionally participated in utility planning processes. These meetings provide direct community feedback among relevant stakeholders including non-profits, DAC[4]-serving organizations, and advocates for underserved populations. The RCU framework described in Section 1 extends and expands these past successes to maximize community benefits through enhanced feedback from our local communities.

> **SMART Milestone:** By Q3 2024, RCU would conduct the first engagement session with attendance from at least four benefit organizations, two partners and four communities impacted by PEER.

Engagement with DACs to deliver specific project benefits are described in the following subsections.

Workforce development: Recognizing the importance of community workforce to social and economic growth, PacifiCorp invests in workforce development programs across its service territories. The company often supports pre-apprentice trainings, community college courses, and other upskilling initiatives. <u>In partnership with CLEJATC and USU, PacifiCorp will expand availability of the electrician pre-apprenticeship course specifically designed for high school students in underserved rural and tribal communities in California, Oregon, and Utah</u>. Located in Medford, Oregon, CLEJATC is a long-time partner of both PacifiCorp and our union partner IBEW Local 659. USU supports regional pathways coordination with community college and training programs in rural Utah and in partnership with IBEW Local 57. Given the criticality of developing

[3] Oregon Community Benefits and Impacts Advisory Group (pacificorp.com)
[4] As defined by Climate and Economic Justice Screening Tool: https://screeningtool.geoplatform.gov/en/#10.69/41.3335/-122.9354

a local pipeline of apprentices especially in PacifiCorp's rural service territories, CLEJATC and USU are sub-recipients in Project PEER (letters of commitment in *LOC.pdf*).

The electrician pre-apprenticeship course uses a mobile educational unit (MEU) operated by the International Brotherhood of Electrical Workers/ National Electrical Contractors Association (IBEW/NECA), CLEJATC, and USU. The project will be accomplished in two phases: first, the MEU will be pilot tested and demonstrated in southern Oregon; second, the course will expand to serve nine high schools in eastern Utah — including coal communities negatively impacted by the transition to clean energy, and multiple locations in the Navajo tribal area. The team will also provide evaluation and assessment of the pre-apprenticeship programs, including interviews and focus groups with participants, institutions, labor unions, employers, and communities. This partnership is expected to graduate over 400 pre-apprentices into the workforce. The program curriculum, using a combination of classroom learning and functional workshops, will develop the next generation of electrical workers and promote career opportunities in electrical, utility, and solar industries.

Further, PacifiCorp works with multiple other local DAC-serving organizations to accelerate and expand workforce development programs. As a part of Project PEER, PacifiCorp will expand partnerships with at least two other schools (letters demonstrating pre-partnership agreements available in *PacifiCorp_Partner.pdf), as* described below:

- Expand our partnership with Oregon Institute of Technology for energy workforce development programs in Klamath Falls, Oregon.
- Work with the College of the Siskiyous (COS) in Weed, California, which is located in a high fire risk area. PacifiCorp will partner with COS in supporting a forestry certificate program co-developed with CAL FIRE.

SMART Milestones: By Q4 2027, PacifiCorp has committed to distributing at least 75% of allocated workforce development funds.

By Q4 2027, CLEJATC and USU will complete training for over 400 pre-apprentice graduates.

Energy resiliency: With the increasing frequency of temporary Public Safety Power Shutoffs (PSPS) necessitated as pre-emptive protection against fire in high risk areas, surveys and meetings have shown that our communities see energy reliability as a significant priority. PacifiCorp is working with several communities to identify critical facilities for installation of energy storage-solutions that can maintain electric supply during PSPS events. Implementing these storage solutions typically has a positive and compounding effect on the entire community, as witnessed in Oregon pilots funded by a state grant from the Energy Trust of Oregon. The federal funds in Project PEER would expand PacifiCorp's efforts to deliver energy-storage solutions to DACs in our implementation area. The program would include identification of critical facilities, evaluation of on-site renewable generation coupled with battery storage solutions, and implementation of the selected resiliency solution(s). As an illustration of our ongoing efforts, letters from Boys and Girls Club of the Rogue Valley and Rogue Community

College – both in Josephine County, Oregon, have been included in the Community Partnership documentation (see the *PacifiCorp_Partner.pdf*).

> **SMART Milestone:** By Q3 2026, PacifiCorp is committed to completing at least 10 feasibility studies for organizations in DACs.

Energy burden: PacifiCorp undertakes multiple initiatives to reduce customer energy burden — including support to low-income customers in accessing bill discounts, and energy efficiency retrofits. Under Project PEER, the RCU will expand our community engagement for better awareness efforts and campaigns targeting eligible customers. The RCU will also guide modifications to existing company programs to ensure more impactful delivery of PEER's community initiatives.

3. INVESTING IN THE AMERICAN WORKFORCE

Labor unions are critical partners in our ability to serve both our customers and employees and to create PacifiCorp's long-term workforce strategy. Project PEER will create jobs across different skills — such as engineers, communication technicians, substation technicians, and linemen. Of these skill categories, our technicians and linemen are 100% represented by labor unions.

PacifiCorp continues to ensure our workers have free and fair access to labor organizing. All PacifiCorp employees have the freedom to join unions of their choosing, bargain collectively, and engage in labor-organizing activities. This transparency is evidenced by employee access to union information on PacifiCorp platforms (e.g., internal intranet sites, worksites, etc.), our visible partnership with union leadership, and documented support from our labor partners.

3.1. Quality Jobs

PacifiCorp works extensively to create and retain high quality jobs in our communities for both represented and non-represented employees. With our unionized employees, our workforce plans are best summarized by our CBAs. These CBAs cover topics including, but not limited to, employee representation, conflict resolution, hours, wages, benefits, training, safety plans, and promotions. These comprehensive CBAs provide a framework for PacifiCorp's partnership with represented employees, and demonstrate efforts to attract, train, and retain a skilled, qualified workforce. Throughout Project PEER, PacifiCorp expects to work with our union partners to ensure the next CBAs continue to address worker needs and changing business contexts. Similarly, PacifiCorp invests in our non-represented workforce by ensuring non-represented employees receive at or above prevailing wages (discussed below), employee benefits (e.g., healthcare, retirement plans), career education and training, and worker safety.

Wages, benefits, and other support: For non-represented positions, PacifiCorp has taken an approach that has been vetted by the utility commissions in the states we serve. PacifiCorp's non-represented employees earn wages that are coordinated with the market average. (b) (4) [redacted] of non-represented employees are eligible for an annual incentive payment (AIP), which is part of the company's total compensation package. The AIP functions as an encouragement that supports operational and customer objectives. Represented, union employees, are compensated per CBAs with UWUA and IBEW locals.

Workforce education and training: PacifiCorp supports workforce training efforts to develop employees' skills and create additional career opportunities. Reskilling current employees enables PacifiCorp to meet needed skills and retain its existing workforce. In addition, it creates opportunities for employees to learn new skills, increase their wages, and grow their careers. For example, PacifiCorp has a dedicated Technical Training Division that trains workers to integrate new technologies into their work. This team identifies new skills, develops employee capabilities, and matches trained employees to new opportunities.

PacifiCorp also provides structured on-the-job training to trainees and apprentices, in coordination with our labor partners. These pathways defined by our CBAs, provide opportunities for employees to demonstrate their proficiency in topics, tasks, and roles.

Worker safety: PacifiCorp has long-standing and robust safety programs and policies designed to protect and support all workers. Our policies drive consistent safe work practices and provide guidance on safe work processes. These programs and policies include daily, companywide safety updates, our Accident Prevention Manual (APM), and our job-specific safety programs (e.g., confined space entry, energy isolation), jointly developed with our labor partners to address overarching workplace risks and more acute job-specific safety issues.

In addition to long-term programs and policies, PacifiCorp develops annual safety improvement plans to address emerging hazards or safety developments. These safety improvement plans are built collaboratively through input from safety committees and union leaders. For example, our current safety improvement plan includes added training for at-risk workers, equipment upgrades, and audit processes.

In addition to staff safety, PacifiCorp prioritizes the safety of contractors. Using requirements in contractual terms and conditions, we ensure all contractors meet applicable Occupational Safety and Health Administration standards and requirements. We also use a third-party vetting system that requires contractors to submit safety program details, injury records, and insurance coverage. This vetting system measures performance to make informed contracting decisions.

3.2. Worker Rights

PacifiCorp is proud of its long history of working collaboratively with the IBEW and the UWUA. Over the past two years, PacifiCorp has not been found in violation of the National Labor Relations Act, Fair Labor Standards Act, Occupational Safety and Health Act, Service Contract Act, Davis-Bacon Act or Title VII of the Civil Rights Act. Instead, PacifiCorp has continued to develop its long-standing relationships with both represented and non-represented employees.

3.3. Project-Related Workforce Development

As noted in Section 2, PacifiCorp is working with a diverse group of partners to expand workforce development initiatives in PEER implementation areas.

These partnerships are also designed to provide communities with in-demand skills that may benefit community resilience (e.g., firefighters, electricians, forestry experts). These planned investments in workforce training will provide additional benefits to the communities that truly need support.

4. DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

PacifiCorp values diversity, equity, inclusion, and accessibility (DEIA) in the context of our organization, suppliers, communities and external partners. PacifiCorp sees bringing the MEU hands-on educational experience for pre-apprentice program, discussed in Section 2.4, to tribal communities as an opportunity to attract a more diverse workforce into the field. The company understands that diverse voices make for better decision-making at all levels of the organization — and in building partnerships with suppliers. PacifiCorp will continue to dedicate time, resources, and effort to enhancing our DEIA efforts both within the scope of Project PEER and in our broader business context.

4.1. Employee DEIA

PacifiCorp is dedicated to building and retaining a diverse workforce and is making significant progress to that end. This active, multi-faceted commitment includes developing an inclusive culture to attract a diverse workforce where all employees are respected and empowered, creating strategic partnerships that promote community investment to foster DEIA, and rewarding corporate responsibility and leadership accountability for achieving objectives.

Employee recruitment: Our efforts to build recruiting pipelines with historically marginalized communities, creating a more inclusive recruiting process, and reducing candidate selection bias have all contributed to significant upticks in hiring diversity, despite macroeconomic conditions and a shortage of skilled workers in our service areas. As a subsidiary of Berkshire Hathaway Energy (BHE), PacifiCorp is directly involved in the **BHE-IBEW Stronger Together** partnership. This partnership is dedicated to creating a more diverse energy workforce by educating traditionally marginalized communities about energy careers. Through the Center for Energy Workforce Development (CEWD), PacifiCorp has already launched initiatives in Salt Lake City, Utah, and Portland, Oregon. Project PEER will enhance and accelerate these efforts. Letters from CEWD and IBEW, included in community partnership documentation, (in the *PacifiCorp_Partner.pdf*) demonstrate this commitment.

Employee retention: Despite these recruitment successes, our ability to retain diverse employees represents a significant challenge for PacifiCorp; currently, diverse employees have turnover rates much higher than dominant groups. As such, PacifiCorp has set a SMART milestone to reduce diverse employee turnover rates (across race/ethnicity and gender/gender identity) to at or below current representation levels by 2027. To accomplish this, PacifiCorp has identified several initiatives and sub-tasks to establish the more inclusive culture:

- ***Inclusion surveys***: To identify issues facing our employees and areas where PacifiCorp can improve our inclusiveness, PacifiCorp will administer biannual surveys to our employees. This will include focus groups, and online surveys. The feedback established by this effort will be tracked and used in resource development and future trainings.
- ***Leadership-focused DEIA trainings***: To address the unique challenges faced by decision-makers, PacifiCorp will develop a new DEIA training program for senior leaders. Using feedback from employees through the listening sessions described below and organizational performance, this leadership training will address the most prominent concerns and pressing issues.

- ***Listening sessions***: To ensure employees feel heard and senior leadership is more aware of challenges facing diverse employees, PacifiCorp will host multiple annual listening sessions. These listening sessions will provide an opportunity for PacifiCorp leadership to gain understanding about the experiences, views, and perspectives of employees. Leveraging PacifiCorp's employee resource groups (ERG),[5] listening sessions will include both broad organizational DEIA discussions and community-focused topics.

> **SMART Milestone:** By Q4 2027, PacifiCorp intends to reduce diverse employee turnover rates (across race/ethnicity and gender/gender identity) to at or below 2022 representation levels.

4.2. Supplier DEIA

PacifiCorp is committed to promoting diversity within our supply chain by increasing the amount of business we conduct with diverse-owned business enterprises (DBE). One of the unique challenges facing PacifiCorp is our service territory's lack of racial and ethnic diversity. For example, according to U.S. Census data, PacifiCorp's service territory has a much lower diversity index score (46.8%) than the median U.S. score (61.1%).[6] Despite this, PacifiCorp is determined to make meaningful DEIA progress alongside our supply chain partners and community organizations.

DBE procurement participation: As part of Project PEER, PacifiCorp is committed to expanding the pool of suppliers invited to bid for supply of requisite equipment. In the past, PacifiCorp has attended trade shows, engaged with DBEs, and onboarded them to our vendor database. For Project PEER, PacifiCorp will start tracking the rate at which DBEs are invited to bid on contracts. By creating organizational measures for tracking DBE bid invitations, PacifiCorp will not only understand current performance, but will also develop organizational benchmarks to inform broader goals and metrics.

DBE support programs: Through experienced, socially committed partners, PacifiCorp will provide DBEs with enhanced support within our project implementation area. This support will include business education, business advisory, startup support, and best practices for success. Through these partnerships, PacifiCorp will look to not only accelerate DBEs at-large, but also build relationships with potential DBE supply chain partners.

> **Milestone:** By Q1 2025, PacifiCorp will implement mechanisms to track 100% of supplier invitations and measure the percentage sent to DBEs.

[5] As of April 2023, Berkshire Hathaway Energy/PacifiCorp ERGs include BEAUTIE, InspirAsian, Our Familia, PACWomen, Pride Connection and VETRN with each ERG membership ranging from 250-590 members.
[6] US Census Diversity Index, 2020, https://www.census.gov/library/visualizations/2021/dec/racial-and-ethnic-diversity-index.html

5. JUSTICE40 INITIATIVE

PacifiCorp anticipates 100% of Project PEER benefits will flow to Justice40 communities or DACs in the project's implementation area in southern Oregon and northern California, in addition to Eastern Utah (see Figure 2).

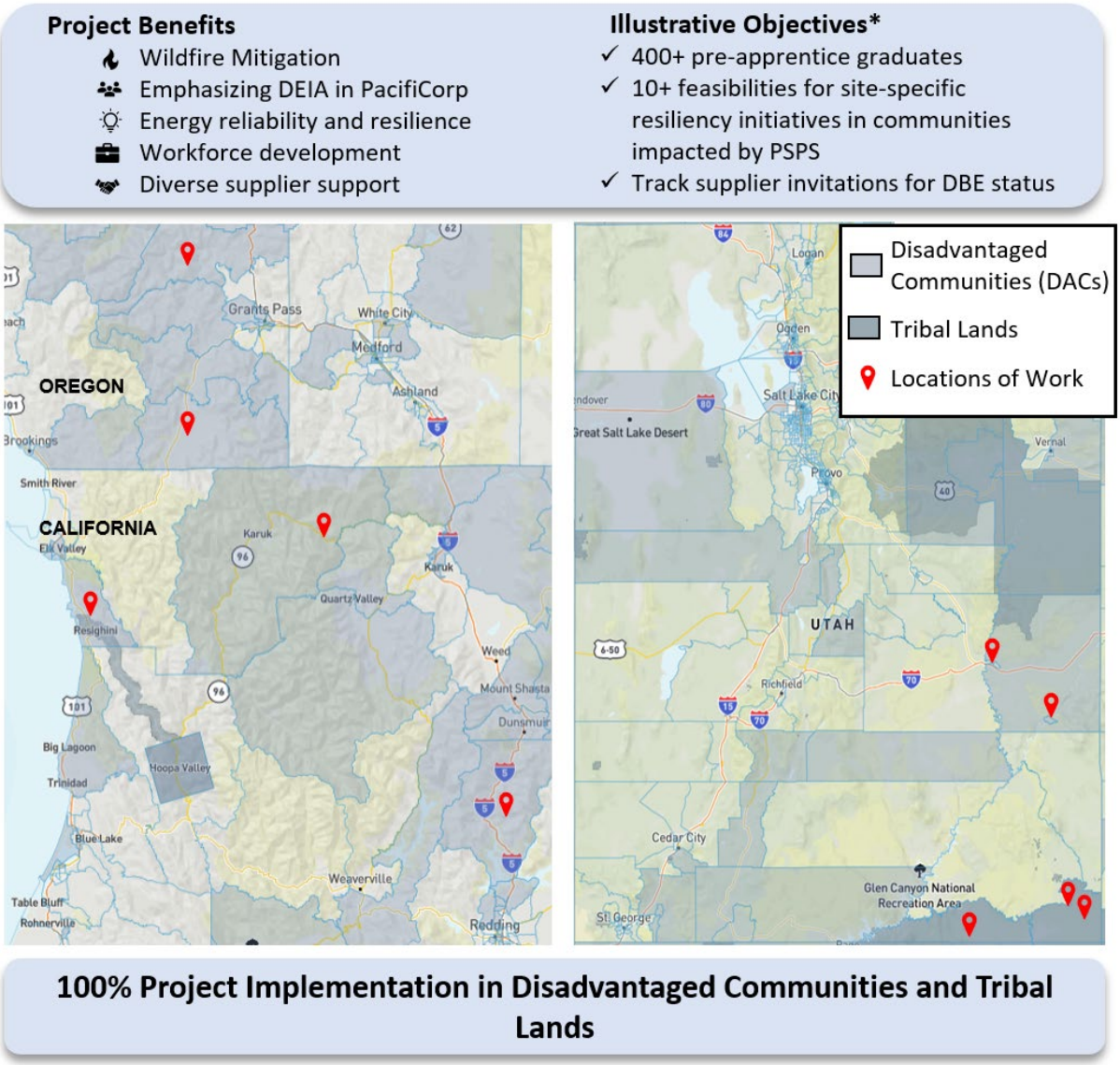

Figure 2 – Disadvantaged Communities Benefitted by Project PEER
*(*complete list of objectives available at the end of the document)*

A description of PEER's benefits, along with details of our partners and metrics proposed for tracking the project impact, are detailed in Table 2 below.

Table 2—Justice40 Benefits from Project PEER

Benefit	Initiatives	Key Organization(s)	Metrics
Decreased energy burden	PEER will offer additional resources to assist DACs in accessing energy efficiency / low-income customer bill discount programs.	PacifiCorp, RDI, Energy Trust of Oregon (ETO)	Decreased energy use
Decreased environmental exposure and burden	Project PEER expects to mitigate wildfire incidence, which would lead to improved air quality.	PacifiCorp	Air quality Wildfire risk/emergency management are not easily measured; PacifiCorp, regulators, and partners are developing effective metrics
Increased access to low-cost capital	PEER's partnerships with the local chambers of commerce could have an impact. However, we are uncertain of the extent yet.	PacifiCorp	PacifiCorp will develop this metric as applicable
Increased job training	PEER will expand training and pre-apprenticeship programs across partner organizations, including energy career education and support.	CEWD, CLEJATC, USU College of Siskiyous, Oregon Institute of Technology	Number of pre-apprentice graduates; funds spent on training DAC members; jobs resulting from funded training
Increased clean energy enterprise creation and contracting	PEER will augment procurement systems to track bid invitations to DBEs and provide DBE business support and training.	PacifiCorp	Percent of RFPs sent to DBEs; funds spent educating and training DBE businesses
Increased energy democracy	PEER expands solar and battery feasibility studies for critical facilities.	PacifiCorp, Energy Trust of Oregon (ETO)	Number of communities that receive access to on-site or community generation
Increased parity in clean energy access and adoption	Same as above (Increased energy democracy).	Same as above	Same as above
Increased energy resilience	PEER's technical scope expects to increase grid reliability (see Technical Volume), funding solar and battery feasibility studies, and grants for critical facilities.	N/A	Outage frequency (SAIFI), outage duration (SAIDI); number of DACs with new resiliency installations

Anticipated benefit: PacifiCorp expects project benefits to flow both directly and indirectly to DACs throughout the project duration. With 100% project implementation located *within* DACs, significant direct benefits to these communities are expected. In addition, many PEER implementation areas are located *near* DACs — providing potential indirect benefits. PacifiCorp will also ensure that 100% of all non-technical project components (e.g., pre-apprentice trainings, energy efficiency programs, resiliency installations etc.) will be implemented in locations that benefit DACs.

New metric development: PacifiCorp recognizes the critical importance of baselining and tracking to transparently measure the impact of federal funding used on this project. Several energy equity metrics and frameworks exist, but few are in use for fundamental utility practices and infrastructure investments. Working with RDI, we will develop new metrics, and maximize the benefits in DACs through a consistent review of our performance and optimization of our investments.

6. CONCLUSION

Project PEER will deliver significant grid benefits through the project's technical implementation and will also serve communities across the western United States through local engagement efforts, workforce investments, and DEIA initiatives. With our project's design, we anticipate 100% of PEER's benefits will directly serve DACs, exceeding the Justice40 requirements. By deepening our existing partnerships with labor unions, local community benefit organizations, tribal entities, DAC-serving institutions, and other groups, PacifiCorp is well-equipped to deliver on our Community Benefits Plan. Table 3 lists our committed milestones to demonstrate progress and impact. This is PacifiCorp's opportunity to leverage its skilled and socially committed workforce to meet and exceed the requirement for collaboration, connection, and partnership that is explicit in and woven throughout the GRIP grant's design.

Table 3—Community Benefits Plan SMART Milestones

Topic	Milestone	Budget Period
Community Engagement	Conduct first RCU engagement with attendance from at least four benefit organizations, two partners and four communities	2024
	Conduct at least 10 feasibility studies for resiliency solutions in DACs or DAC serving organizations	2026
Investing in the American Workforce	Distribute at least 75% of allocated workforce development funds in DACs	2027
	Complete training for over 400 pre-apprentice graduates	2027
	Successfully renegotiate five CBAs expiring during project implementation	2027
DEIA	Track 100% of PEER supplier invitations and measure what percentage are sent to DBEs	2025
	Decrease diverse employee turnover rates to levels at parity with all employees	2027
Overall	Create best practices and lessons learned report	2027