

Confederated Tribes of Warm Springs (CTWS) and Portland General Electric (PGE) Regional 500kV Transmission Innovative Partnership: Community Benefits Plan

Confederated Tribes of Warm Springs (“CTWS”), in partnership with Portland General Electric (“PGE,”) is pleased to submit the following Community Benefits Plan (“CBP”), as outlined in DE-FOA-0002740, as part of CTWS’ proposed “Confederated Tribes of Warm Springs (CTWS) and Portland General Electric (PGE) Regional 500kV Transmission Innovative Partnership” (“the Project”).

The CTWS Reservation is a Disadvantaged Community (DAC) as defined by the US Department of Energy’s Justice40 programs and consists of 1,019 square miles in north-central Oregon. Since time immemorial, CTWS tribal groups prospered with abundant resources, including valuable fisheries, in their ancestral homelands which were focused along the Columbia River. The Treaty with the Tribes of Middle Oregon on June 25, 1855, reserved a permanent homeland for the Tribes in the Warm Springs Reservation but also removed them from their ancestral Columbia River settlements and livelihoods, and western development has forever altered access to fisheries along the Columbia River. As a consequence, CTWS has endeavored to generate new avenues of sustainable economic development on its rural 650,000 acre reservation, which is distant from populous economic markets and most infrastructure. Economic sovereignty is integral to the Tribes’ ancestral rights, cultural identity, and the prosperity of its members. This Project will directly support CTWS’ priority of advancing its economic sovereignty by enabling its self-determination in its renewable resource development participation, supporting tribal services, and growing human knowledge and economic resource capacity as well as advancing PGE and State of Oregon zero-emission goals by the year 2040.

1. Community and Labor Engagement

1.1 Background: CTWS and PGE partnership that will spur clean energy development

The proposed Project transmission line, which PGE owns and operates, is located on Tribal and non-Tribal lands. The Project will deploy an innovative, people-centered two-part community engagement strategy that centers community voices and is premised on trust, equity, inclusion, relationship, and capacity building that will guide how both parties will collaborate to engage and include Tribal and non-Tribal communities through all Project phases. The first part, aimed at engaging Tribal communities and organizations on Tribal land, will be led by the CTWS through its Tribal member committees, professional integrated resource planning, community engagement program, and Tribal Employment Rights Office labor engagement. The second part, aimed at engaging non-Tribal communities, will be led by PGE in partnership with a coalition of local community-based organizations (CBOs). CTWS and PGE are taking a two-part approach because they agree that those impacted by a decision, program, project, or service must be involved in the decision-making process. The approach enables CTWS and PGE to implement holistic, phased, cultural, context-specific, and targeted community engagement activities that center community voices. It also allows CTWS and PGE to leverage combined learnings and social networks to partner with trusted local organizations that understand the challenges and needs of community members.

1.2 Community Engagement Plan

1.2.a. Community Engagement Assessment, Methodology, and Accountability

Last year, PGE leveraged the company's Strategic Tribal Engagement Plan (STEP) and ongoing relationships to gauge Tribal interest. Simultaneously, PGE executed a scoping and mapping exercise to identify community, labor, and CBO partners. This work led PGE to develop the two-step engagement process. To implement the PGE-led process, PGE will partner with PDXO, a local organization with over a decade of experience in community engagement, to conduct in-depth community engagement. As the Project covers a vast, cultural, and ethnically diverse geographical area, PDXO will establish a coalition of community stakeholders. The coalition will focus on meaningful, two-way community engagement with communities residing in locations impacted by the Project. CTWS will engage with its membership through its established processes, including its Tribal member committee structures (e.g., Culture and Heritage Committee, Fish and Wildlife Committees) and its Integrated Resources Management Plan (IRMP) program which includes a professional interdisciplinary planning and community engagement process. These processes will employ regular Project updates to elicit community input. The CTWS Tribal Council will also be directly engaged to collaborate on shaping a renewable energy roadmap for the Tribes. PGE and CTWS will regularly meet to discuss the Project and evolve the partnership.

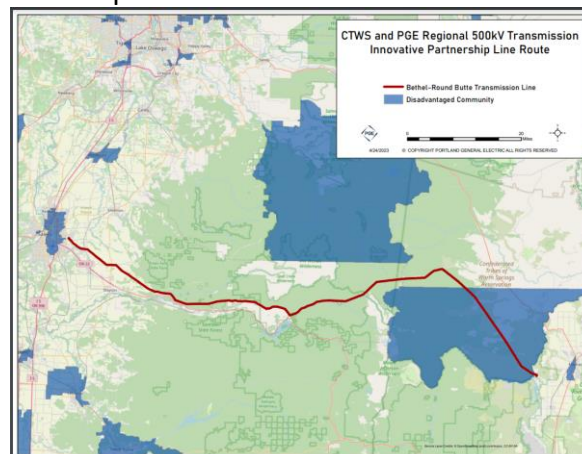


Figure 1: Climate and Economic Justice Screening Tool designated DACs within PGE's service territory

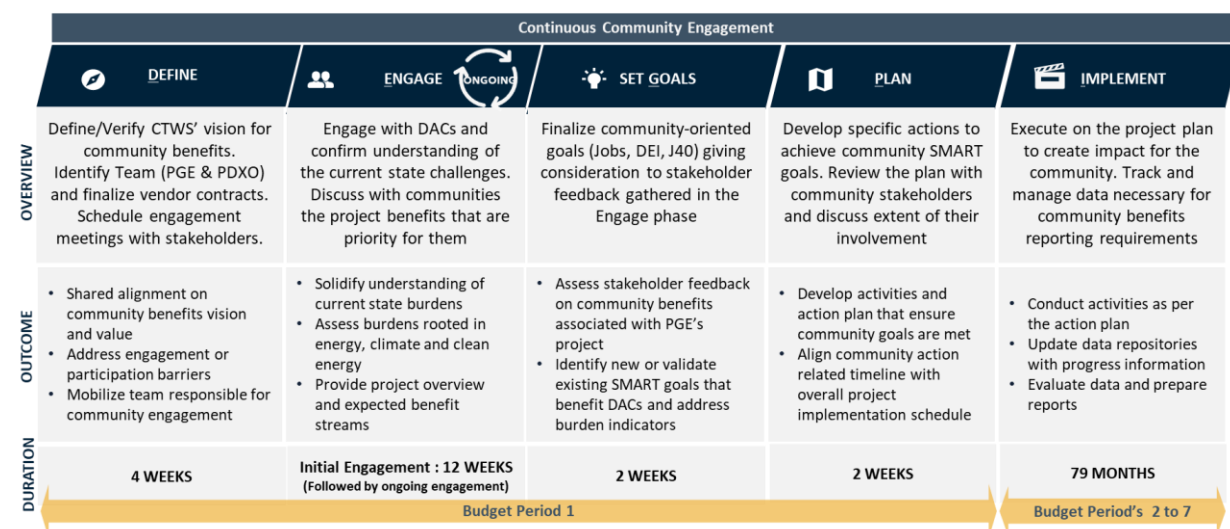
Several inequalities and challenges afflict the Tribes. The most persistent ones include lack of infrastructure and limited economic activity due to distances from Oregon's population centers, chronic poverty with rates double than the rest of Oregon, and low education attainment rates compared to Oregon averages. Tribal participation in the Project and future solar development Projects have the potential to alleviate the persistent burdens faced by the Tribes today. CTWS' solar development will be an act of self-determination that engages the Tribal public through its IRMP program to ensure both sustainable and culturally appropriate development and creates direct Tribal construction jobs. Partnering with PGE allows the Tribe to leverage PGE's experience in workforce development and training to bridge existing skill and education gaps

amongst members of the Tribes and targeted DACs. Renewable development will help the Tribes earn additional revenue and drive economic prosperity in the near and long term.

To provide accountability for delivering benefits to these communities, the Project will use an engagement evaluation approach that combines practices from Results Based Accountability, championed by the Government Alliance on Race and Equity, and Targeted Universalism.¹ These methods and tools, including surveys and focus groups, will enable CTWS and PGE to track, evaluate, and measure engagement performance and refine methods to continuously achieve intended outcomes.

1.2.b. Community-Based Organization Strategy and Partnership

PGE's Energy Equity Outreach and Community Outreach and Engagement teams, created in 2021 and 2022, will work with PDXO to execute the community engagement strategy for this Project. Warm Springs Power and Water Enterprises will lead a Tribal Council appointed coordinating team to work with PDXO to facilitate early and ongoing engagement with Tribal communities, including Tribal member committees and professional resource managers. The coordinating team will provide regular reporting to the Tribal Council for leadership direction at appropriate phases. This will include developing a continuous, two-way, and results-based community engagement program that centers community and Tribal voices and needs during Project design and implementation and will also include partnering with other local CBOs to deepen the engagement and participation strategy. The work will include creating a common agenda, defining terms, operating and participation agreements, creating shared goals and metrics, and allowing ongoing feedback and support systems. Community members and CBOs involved in the Project will be compensated for their time, participation, and expertise. As indicated in Figure 2, PGE and PDXO will take a staged engagement approach to incorporate stakeholders' perspectives in the Project plan, allow for transparency, and reduce Project risks. Community engagement will be ongoing through all phases of the Project.



¹ [Results-Based Accountability - Overview and Guide \(clearimpact.com\)](https://clearimpact.com/results-based-accountability-overview-and-guide/)

Figure 2: Project Community Engagement Phases, Outcomes, and Timelines

CTWS, PGE, and PDXO will educate the members of the Tribes, Tribal committees, professional resource managers, DACs, CBOs, and other communities on the Project and gather feedback. The key objective will be to establish ongoing relationships to hear and tackle concerns to help PGE and PDXO identify 1) specific stakeholder feedback and solutions to reverse the impact of the Project on the environment and communities and 2) root causes/ barriers that systemically prevent DACs from participating in clean energy jobs and opportunities. This Project will also help to develop the program/project management capacity of CBOs by providing exposure to the energy industry and program/project management standard practices.

1.3 Labor Engagement

PGE believes labor partners, including IBEW Local 125 (the union for PGE’s represented employees), are critical to the decarbonization and evolution of the electric grid. PGE has a long history of working with unions, with the first collective bargaining agreement (CBA) dating back to 1913, the establishment of its Executive Labor Council comprised of labor leaders from across the state, and the adoption of its Responsible Contractor Policy in 2020. Today, nearly one-quarter of PGE’s employees are covered under IBEW Local 125 CBA.

1.3.a. Labor Partnership, Engagement Methods, and Timeline

Union members will execute work off the reservation for the proposed Project as well as all line work throughout the entire Project. Work completed by PGE’s union-represented employees will be performed under an existing, three-year CBA, last negotiated in 2022, and future CBAs. All work completed by IBEW 125 signatory contractors or other union contractors will be performed under the respective contractor and the associated union’s CBA. PGE’s relationship with the union is strong and includes weekly meetings with management and a standing management/labor committee to discuss various issues. PGE will discuss the Project rollout plan during the “Engage” phase. PGE’s operations team will determine which parts of this Project will be completed by PGE’s IBEW Local 125 represented workforce and which will be contracted out to union signatory contractors.

1.4. Community and Labor Engagement SMART Goal and Milestones

SMART Goal: PGE will establish a community coalition inclusive of DACs and engage the union workforce.	
Phase	End of Budget Period (BP) SMART Milestone(s)
Engage (BP 1)	1) Meet with the Tribes every month/quarter to discuss Project progress and encourage their feedback on partnership-related matters 2) Engage with 2,500 to 5,000 stakeholders and 7 CBOs from the communities where the Project will be implemented 3) Make targeted community hires and secure community partnerships with local CBOs that will assist with community member engagement 4) Conduct community assessment needs that inform Project direction and stakeholder mapping/analysis that identify social, economic, and environmental, and other barriers
Set Goals (BP 1)	1) Refine the Project’s community goals and associated metrics based on community feedback 2) Continue engaging with additional stakeholders
Implement (BP 2-7)	1) Organize at least six community engagement sessions per budget period and incorporate feedback into the Project plan. Enter into partnership agreements with

	other CBOs that will assist with Project implementation and community engagement 2) Discuss the Project rollout plan in weekly meetings with IBEW 125 and share any related community feedback 3) Update the community coalition at least once every six months regarding progress and achieve concurrence on community benefits progress
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2. Investing in the American Workforce

The Project will leverage the CTWS' Tribal Employment Rights Ordinance (TERO) and PGE's highly skilled workforce and extensive workforce development experience to: 1) Create new skill development opportunities for union workers and Tribal members, 2) Create awareness and a workforce pipeline through education and pre-apprenticeship collaborations, 3) Directly facilitate the development of new renewable resource Projects on the Reservation which is expected to create at-least fifteen (15+) construction jobs for the Tribes per 10 MW Project, and 4) create indirect jobs that benefit CBOs and associated communities that are engaged on the Project.

2.1 Plan to Attract, Train, and Retain a Skilled and Qualified Workforce

PGE works in close partnership with the IBEW 125 leadership team to evaluate current job needs and to ensure the pre-apprenticeship pipeline can support the needs of the workforce for the variety of trades positions represented within the company. PGE pays at or above the prevailing wage for all applicable trade-related job classifications.

The Tribes' pursuit of economic sovereignty through transmission and renewable energy Project participation and utilization seeks to bolster its hiring and training goals through construction as well as other skilled workforce and operations employment opportunities. Tribal revenues generated through the Tribe participation will directly support Tribal leadership and training programs and is a primary goal of capacity building within the Tribal organization.

In addition, the CTWS TERO program, which seeks to maximize the utilization of Indian workers in all employment opportunities on and near the Warm Springs Reservation, will be used to leverage Tribal workforce for the Project. The TERO applies to certain employers engaged in work on the Reservation and where authorized by federal or state law near the Reservation. It requires compliance agreements on how an employer will meet Indian preference hiring and subcontracting goals, including training program preferences. Unions are required to give Indian preference in job referrals and to grant temporary work permits where a Tribal Member or other Indigenous person who does not desire to join the union.

2.1.a. Workforce Education and Training—Apprenticeship Program

PGE's pre-apprenticeship and apprenticeship programs are critical to the Project's union labor workforce pipeline. PGE works closely with IBEW 125 and serves as the registered training agent for the operation of PGE's successful state-registered lineman apprenticeship program which ensures the training and development of new bargaining unit employees.

2.1.b. Workforce Education and Training— Environment, Health, and Safety

Ensuring proper training and safe working conditions is a priority. PGE will use annual and ongoing health and safety training including OSHA training, and other safeguards to ensure the Project workforce's safety. In the event of a safety event, PGE will apply its mandatory safety stand down for employees to evaluate the issue and provide all corrective actions needed before work is allowed to resume. These requirements will apply to both PGE's IBEW 125 workforce and all contractors working on the Project. Project workers will have PGE's anonymous line to report concerns about close calls, safety violations, or other potentially harmful workplace activities.

2.1.c. Workforce Education and Training—Workforce Development

The Project partners believe the transition to a clean energy future must be equitable, inclusive and provide opportunities for all Oregonians. The Project will advance learning opportunities and build the workforce pipeline needed to support this Project and the future workforce to support the clean energy transition. This will be achieved through a continuum of investments and engagement beginning in elementary school through the establishment of their career.

Building career awareness with youth is the cornerstone of building an equitable and inclusive workforce pipeline. PGE and the CTWS will partner to introduce clean energy jobs curriculum into the Reservation's Warm Springs K-8 Academy.

The Reservation is located within East Cascade Works' local workforce development area and through their partnership, the Project will fund the creation of an Energy Mentorship program that will provide high school students with the opportunity to receive coaching from energy industry professionals and experience hands-on learning opportunities in energy careers. East Cascade Works will leverage their longstanding partnership with the CTWS as well as their breadth of community partners to support job creation and career readiness for Tribal members.

The Project will also partner with Oregon Tradeswomen (OT) to support those specifically interested in the trades. OT's pre-apprenticeship program supports female/non-binary underserved populations within the construction sector. Participants are offered skills training and education, and exposure to registered apprenticeship programs at no cost. Their career counselors help graduates with applications to apprenticeship training programs and employers, as well as providing individualized support throughout the graduate's entire career. This model ensures the success of program participants and the needs of employers. Tribal members will be prioritized for the program and offered hands-on learning opportunities.

PGE will partner with Portland State University (PSU), a minority-serving institution, to engage with two underrepresented engineering students and provide them with the opportunity to be integral parts of the Project. PSU students will be given the opportunity to enhance their knowledge of transmission and substation engineering and develop a deep understanding on FERC compliance and interconnection processes.

The final partnership will be with the Oregon Clean Energy Workforce Coalition (OCEWC). The OCEWC is a group of employers, unions, pre-apprenticeship programs, state agencies, CBOs, workforce investment boards, and others convened by PGE in 2022, working together to build the equitable and inclusive clean energy workforce pipeline. The Project will work with two of the OCEWC's subcommittees: The Building and Maintaining the Grid subcommittee, focused on how the electrical grid is operated today and how it will be operated in the future; and the Education subcommittee, focused on the curriculum and skill development required to support careers beginning with K-12 through employment.

2.2 Worker Rights and Labor Engagement

PGE will complete the Project under an existing IBEW 125 CBA. PGE supports workers having a free and fair opportunity to join their chosen labor union. PGE pledges to permit voluntary recognition and commits to providing union organizers access to PGE workers.

2.3 Labor Violations

CTWS and WSPWE comply with all applicable federal labor and employment laws. As a sovereign nation and component of the Tribe, the applicability of federal labor and employment laws can vary under federal law depending on the specific statute and tribal entity. CTWS anticipates that WSPWE will be the lead entity for the Project and that applicability of federal labor and employment laws will be specific to the analyses that focus on commercial enterprises of the Tribe. WSPWE employs a careful compliance approach. For example, it observes compliance with the Fair Labor Standards Act. WSPWE has not had any violation of OSHA or applicable labor or employment laws in the last two years.

PGE complies with all applicable state and federal labor and employment laws and regulations protecting employee and workers' rights, including but not limited to the Fair Labor Standards Act (FLSA) and Title VII of the Civil Rights Act of 1964. PGE has not had any violations of OSHA, labor, or employment laws in the last two years, including 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.

2.4 Investing in the American Workforce SMART goal and milestones

SMART Goal: Provide Skills Training for Union Workforce and Tribal members and Recruit New Talent The Project will train the union workforce and support workforce development programs to build a robust pipeline of qualified workers and organizations that can support the Project now and into the future.	
Phase	End of Budget Period (BP) SMART Milestone(s)
Engage (BP 1)	1) In partnership with IBEW 125, determine pre-apprenticeship/apprenticeship training needs and topics 2) Establish funding agreements with PSU, Oregon Tradeswomen and East Cascades Works
Plan (BP 1)	1) Onboard two PSU graduate students to learn transmission and substation engineering, and interconnection process 2) Update pre-apprenticeship/apprenticeship programs to include lessons on the deployment of renewable energy projects 3) Develop Energy Mentorship program curriculum and materials 4) Develop K-8 curriculum
Plan and Implement (BP 2-7)	1) Provide Energy Mentorship opportunities to a minimum of 15 high schools students such that 75% of participants are from underrepresented communities every budget period 2) Provide tour of PGE facilities and information about PGE's pre-apprenticeship/apprenticeship programs

	to a minimum of 3 CBOs and/or pre-apprenticeship programs that provide comprehensive wrap-around services to program participants from underserved populations. 3) Directly facilitate the development of new renewable resource Projects on the Reservation which is expected to create at-least fifteen (15+) construction jobs for the Tribes per 10 MW Project
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3. Diversity, Equity, Inclusion and Accessibility

The Project team is committed to DEIA principles on this Project by 1) incorporating DEIA recruitment procedures in Project hiring practices and 2) implementing DEIA recruitment procedures in expanding the Project’s potential Project partner network.

3.1 DEIA at CTWS

Over 4,000 members of the CTWS make their homes in Warm Springs, Oregon, providing a strong and dependable employment base for Tribal enterprises. In 2007, as noted above, the CTWS formalized a Tribal hiring preference for Tribal government and enterprise human resource policies.

The TERO is also intended to enforce tribally enacted Indian Preference law to ensure that Indian/Alaska Native people gain their rightful share of employment, training, contracting, subcontracting, and business opportunities on and near Reservations and native villages.

The TERO office will participate in workforce training, assist in recruitment of qualified Tribal members through its work hall, and work with construction employers on the reservation on Tribal member hiring policies and compliance. TERO will engage with PGE and partners to leverage workforce training programs that will most benefit the Tribal member workforce. In addition, CTWS will engage with institutions of higher education, including but not limited to Oregon State University with whom it has a long standing Memorandum of Understanding, to identify two-year to four-year professional degree programs that can complement and advance Tribal leadership in the Project and associated economic generation opportunities.

3.2 DEIA at PGE

Since the formation of the DEI office in 2018, PGE has driven a 6.1 % increase for female hires overall (34% to 40.1% in 2022), and a 4.6 % increase in BIPOC hires overall (27.7% to 32.3% in 2022). They have also driven a 12.6 % increase in female hires in leadership (15% to 27.6% in 2022), and a 22.6% increase in BIPOC hires in leadership overall (5% to 27.6% in 2022).

PGE’s pay gap analysis that compared the total average earnings between men and women identified inequities and how to address them. PGE has established eight employee resource groups for minorities, veterans, and other priority populations. The lessons PGE learned for addressing pay inequities and the policies implemented as a result, such as conducting pay analyses disaggregated by race and gender, will directly influence hiring for new employees working on this Project.

Key DEI initiatives at PGE include Leadership Development programs focused on increasing representation of Women and BIPOC in leadership. These programs – Accelerating Black, Indigenous and People of Color and Illuminating Women in Leadership have resulted in 101 graduates, of these, 53 have since been promoted including 20 promotions to management.

In 2023 PGE is focused on rolling out racial equity lens training for management, working to ensure the Projects, programs and policies we create are intentional in consideration of potential impacts of our actions.

3.3 DEIA in Project Hiring and Small Business Participation

PGE has committed to helping to build an equitable and inclusive workforce pipeline and providing meaningful opportunities for minority/small businesses to participate in the economic activity generated by the utility. In anticipation the significant amount of infrastructure PGE will need to build to achieve the state’s decarbonization targets, PGE established a supplier diversity spending goal of 15% in 2022, which has led to additional spend with small businesses, including veteran, minority, and women-owned vendors. In 2022, PGE also began working with union partners to develop a list of signatory minority, women, and/or veteran-owned businesses to increase participation on PGE Projects.

To support the commitment to growing small and minority businesses’ participation in the Project, PGE will establish a small and minority business program. This program will build relationships with small and minority-owned business suppliers that have previously not been suppliers to PGE and/or the energy sector, including union signatory contractors. The program administrator will work with CBOs as well as small and minority-owned businesses to identify barriers to bidding on Project work and develop solutions to mitigate those barriers in partnership with internal departments including providing technical assistance. PGE will leverage this work to build a program that is sustainable long term, significantly increases participation from minority/small businesses, and creates equitable contracting opportunities.

3.4 Partnering to Address DEIA

PGE is partnering with entities that prioritize DEIA for this Project. Each Project partner, including Portland State University², PDXO(We All Rise Group)³, Oregon Tradeswomen⁴, and East Cascades Works⁵ has respective DEI commitments. The Project will provide learning opportunities to underserved populations including tours of PGE’s Sherwood Training Center, Pelton Round Butte, and job shadowing with our grid engineers. This work builds on partnerships that helped PGE’s 2021 class of 20 pre-apprentices have 35% diversity and its 2022 class of 24 pre-apprentices have 25% diversity.

3.5 DEIA Strategies, Milestones, and Timelines

SMART Goal: Increase Access to Employment and Contracting Opportunities for Underrepresented Populations	
Phase	End of Budget Period (BP) SMART Milestone(s)

² <https://www.pdx.edu/research/research-diversity-equity-inclusion>

³ <https://www.weallrisegroup.com/about>

⁴ <https://oregontradeswomen.org/values/>

⁵ <https://www.eastcascadesworks.org/>

Engage and Plan (BP 1)	1) CTWS and PGE to review existing corporate hiring training to identify additional areas for training to eliminate bias in hiring 2) Complete analysis of barriers to small and minority-owned businesses in contracting within the clean energy sector 3) Discuss CTWS' TERO code and guidelines with labor union partners as applicable
Plan (BP 1)	1) Research Safe From Hate training opportunities for Project employees and contractors 2) Develop strategy and framework for small and minority business program to support Project implementation 3) Track and measure % of underrepresented populations working on Project construction
Implement (BP 2-7)	1) Launch small and minority-owned business program to support increased participation in Project 2) PGE hire of two underrepresented engineering students from PSU, a Minority Serving Institute. 3) Work with construction team to achieve goal of 20% underrepresented populations working on the Project

4. Justice40 Initiatives

The Project will address many priorities set forth in the Bipartisan Infrastructure Law and address priority goals for Tribal communities, the state, and PGE. The measurable Project outcomes that contribute to the Justice40 priorities in DACs are as follows.

4.1 Decrease in energy burden

This proposal provides a generational opportunity for Tribes to participate in the green energy industry and increase Tribal government revenues. It will facilitate investments in vibrant community-based economic development as well as transformative energy industries.

4.2 Decrease in environmental exposure and burdens

This proposal will spur investments in green energy production and reduce environmental impacts from fossil-based energy generation. Increases in Tribal revenues will assist the CTWS in managing the security of critical infrastructure and implementing adaptation strategies for climate change impacts such as fire hazard reduction management activities.

4.3 Increased parity in clean energy technology access and adoption

The CTWS/PGE Regional 500kV Transmission Innovative Partnership will improve Tribal access to green renewable energy resources in underserved communities in Central Oregon and beyond. It will increase Tribal resources to invest in efficiency upgrades and access to distributed or community-scale renewable energy installations.

4.4 Increase clean energy jobs, job pipeline, and job training for individuals from DACs

This project will drive significant job creation and skills training potential for the Tribes in green energy production and transmission, supported by the CTWS Tribal Council's established Tribal Employment Rights Ordinance. Additionally, it will provide increased job opportunities for union workers during the transmission line construction phase for the IBEW local 125 and its signatories and for Tribal construction workers on the reservation. All workers will be paid a minimum of prevailing wage for their respective craft. The new fiber optic communications line will spur new broadband development in communities and on tribal lands, further increasing employment and skills training opportunities.

4.5 Increase in clean energy enterprise creation and contracting (MBE/DBE) in DACs

Tribal participation in and ownership of new transmission capacity will create opportunities for green energy development on Tribal lands, with a corresponding increase in Tribal revenues. New solar development on CTWS lands will directly facilitate Tribal ownership of new business enterprises, creating greater economic stability for Tribal members.

4.6 Increase in energy resilience in DACs

The upgraded transmission capacity created by this project will significantly increase both regional generation and transmission resiliency and carbon-free renewable generation resources in Oregon. Upgraded transmission facilities also increase grid diversification and communications/control capabilities.

4.7 Increase in energy democracy in DACs

This project will result in significant Tribal ownership and participation in both regional transmission capacity and new green energy production facilities, supporting the Tribal goal of a carbon-free reservation, building on the unique CTWS/PGE energy partnership to integrate indigenous knowledge and traditional ecological wisdom into key stakeholder design and decision-making discussions.

4.8 Increase access to low-cost capital in DACs

The use of GRIP funding will make it economically feasible to upgrade PGE's existing Bethel-Round Butte 230 kV line to 500 kV. Completion of this project will facilitate Tribal access to the low-cost capital needed to expand its renewable generation portfolio – funding which would not be available without Tribal access to increased transmission capacity.

<i>Phase</i>	<i>End of Budget Period (BP) Milestone(s)</i>
Engage (BP 1)	1) Identify challenges with the current interconnection processes and explore possible ways to address them 2) Discuss potential allocation of transmission capacity for renewable energy Projects owned by the Tribes
Plan (BP 1)	1) Create skills training programs that are tailored to the needs of Tribal youth and adults
Implement (BP 1-7)	1) Clean Energy Parity SMART Goals: Track and measure the number of interconnection requests resolved by this project. 2) Clean Energy Enterprise Creation SMART Goal Measure and track the number of Megawatts (MW) of renewable energy owned by CTWS that will be made possible by the planned transmission upgrade. 3) Clean Energy Job Training SMART Goal: Track and measure the number of skills training programs offered to eligible individuals belonging to the Tribes and other underserved populations.

5. Resource Summary

Title	Scope	Budget	BP
Section 1: Community and Labor Engagement			
PDXO	Support PGE in operationalizing effective engagement with CBOs and Disadvantaged Community stakeholders	\$3.8M total	1-7
Section 2: Investing in the American Workforce			
Research grads at PSU	Graduate researchers focusing on the subject of grid resilience and modernization	\$700k total	1-7

Pre-Apprenticeship & Apprenticeship Training Lead (PGE)	Create training modules and drive pre-apprenticeship and apprenticeship training efforts	\$34k/year	1-7
East Cascades Works	Energy sector mentorship program and career exposure to modern grid careers	\$245k total	1-7
Oregon Tradeswomen	Construction pre-apprenticeship program supporting women and nonbinary populations	\$75k/year	1-7
Section 3: DEIA			
Human Resources (PGE)	Update hiring practices incorporating DEIA recruitment procedures	\$150k/year	1-7
Compliance, Monitoring, and Evaluation Manager (PGE)	Oversee, at a programmatic level, monitoring, evaluation, and ongoing management of CBP	\$150k/year	1-7
Economic Prosperity Specialist (PGE)	Development and management of relationships and strategy for small and minority business program	\$150k/year	1-7
Section 4: Justice40 Initiative			
Community Benefits Workstream Lead (PGE)	Work with non-profits to track, execute, and measure planned Justice40 benefits and ensure SMART benefits are achieved in DACs	\$150k/year	1-7

Workforce Resource Investments:

The Project's \$9.5 million investment will leverage partnerships with organizations that reach historically underrepresented populations, with a prioritized focus on Tribal members, for the development of curriculum and career pathways to support the next generation of workers.

CTWS and PGE people resources will be dedicated to the oversight of engagement and outreach with the Project partners noted above. Resources will be allocated from PGE's Government Affairs, DEI, IT, Engineering, HR, and Operations teams.