

## Community Benefits Plan: Job Quality and Equity

### 1 Community and Labor Engagement

At Xcel Energy, we work side by side with community and business leaders, local elected officials, and developers on projects from street lighting to new construction and clean energy goals.<sup>1</sup> With residents, we perform thoughtful and extensive public outreach to ensure they have ample opportunities to provide meaningful input on projects that affect their communities. To foster this partnership, each of our operating companies has a community relations team responsible for connecting with and managing the needs of our communities. The sustainability of economies is critical to our partnerships, too. To expand existing businesses or attract new ones and create jobs, we engage with local chambers of commerce and economic development organizations to provide competitive pricing, energy efficiency incentives and our industry leading renewable energy portfolio. We also work closely with communities and property owners to partner on developing and marketing certified sites, ready sites, and ready buildings.

Xcel Energy operates in Colorado, New Mexico and Northwest Texas, all areas of high and increasing wildfire risk. Wildfire poses safety and health threats to communities immediately impacted by fire, but also to surrounding areas from air quality impacts. Further, Xcel Energy serves customers in the upper Midwest including Minnesota, Wisconsin and Michigan. These geographies are experiencing increasing severity of winter weather as well as increased flood risk and significant wind and hail events.

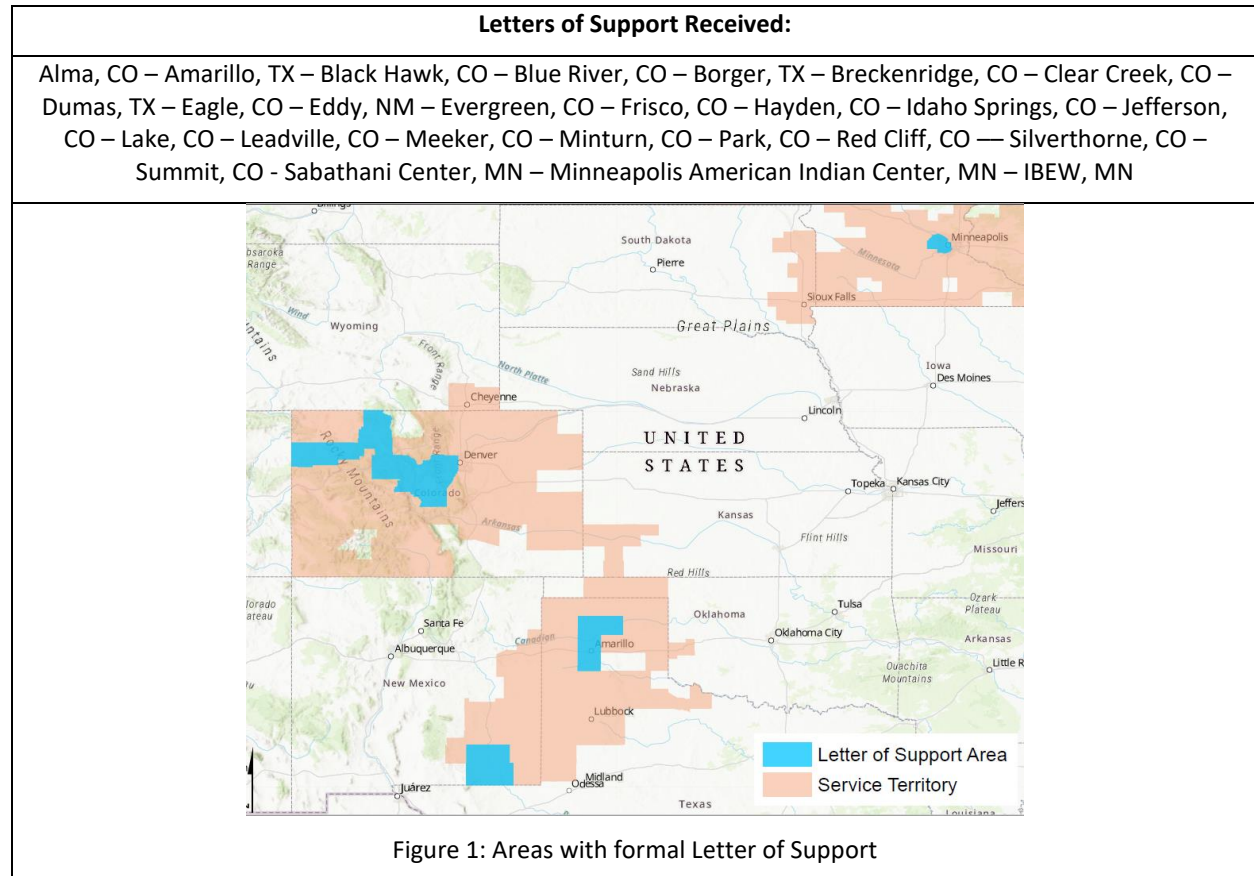
The project portfolio in this application will help Xcel Energy implement wildfire risk reduction and system hardening, helping the communities we serve be more reliable, safer, and resilient. DOE support will enable Xcel Energy to accelerate this deployment and increase the coverage to include rural areas and other areas designated as Disadvantaged Communities (DACs) that would benefit from the increased resiliency, security and services. Grid resiliency will be improved both in specific locations and at the system level, benefitting all customers in our service territories and contributing directly to enhanced regional grid resiliency.

We have had conversations about this project with some key community stakeholders to gain initial community input into the project deployment and our stakeholders specific areas of interest. Wildfires not only impact community safety but can impact local revenues through destruction of property and loss of opportunities for local revenue such as tourism. Tourism is the #1 driver of Colorado's economy, and these destructive events can have wide reaching effects.

As seen in Community Partnership Documentation, we have received 25 letters of support from our communities so far, 10 of which can be found in community partnership documentation. The map and table below include the areas we have received formal support for our application.

---

<sup>1</sup> Xcel Energy (2022), "[Community Relations and Economic Development](#)"



Resiliency and Safety is continuously a top priority of our communities. This DOE grant will allow us to enhance this work to include more rural and DAC communities. This engagement will be paramount for projects such as the Community Center Power, BIPOC community microgrids, and LaCrosse Microgrid projects; and we have started initial engagement with communities around these projects to ensure DAC and BIPOC inclusion.

**Tribal Engagement:** No expected impacts on tribal land or communities.

**Labor Engagement:** Xcel Energy and the International Brotherhood of Electrical Workers (IBEW) have long standing relationships, with initial workforce agreements established in 1946 in Colorado, 1936 in our northern states, and 1947 in New Mexico and Texas. IBEW Local Union 111 represents our Colorado bargaining employees. In Xcel Energy’s northern regions, many employees are represented by IBEW Local Unions 23, 160, 949, and 1426. In our southwest regions, we work closely with local union 602. Collaboration between Xcel Energy and local labor representatives is key to the successful integration of new clean energy technologies onto Xcel Energy’s system. Xcel Energy and the IBEW have already started initial conversations about this proposed project and are starting to analyze labor impacts and knowledge gaps for new resiliency projects and technologies. We have included the formal letter of support from IBEW in this application package. This proposed project is not expected to have large labor impacts; Many of the project efforts proposed here are underway by the Company’s union represented employees today, this proposal would increase their scope or accelerate the timeline of many activities. The company will work with IBEW and the building trades to ensure that Xcel Energy and the unions

that represent the workforce remain aligned, collaborative, and supportive in a manner that enhances access to quality jobs.

**Two-way Engagement Statement:** Community Input is essential to the success of these grid resiliency projects. During planning, construction, and operation, Xcel Energy will identify key personnel to remain connected and continue listening to community perspectives on the project. The community relationship manager and operations & maintenance site manager will monitor and respond to community feedback during site planning, installation, and operation, respectively. Community grievances will be handled on an individual basis. If common issues are reported by multiple community members, we evaluate and provide an appropriate response. Community Input will also be incorporated when establishing metrics to disclose for Justice40 reports, and preferred communication channels. If needed, company subject matter experts can provide input on individual or community impacts and support mitigation plans.

**Project Agreements Statement:** Xcel Energy, using the above characterized relationships with our local union chapters and community organizations, will utilize those structures and standing agreements to develop and commit to the additional labor and investment associated with this demonstration.

**Engagement Evaluation Summary:** Engagement reports will be created at the end of each phase. These reports will outline what specific engagement events and strategies were performed in the phase and quantify community participation, engagement, and interaction. This will be reported on by things such as informational materials distributed, website views, public meetings hosted & attendance, and number of public comments received and outcomes. This report will identify gaps in the current outreach strategy and adjust to increase engagement in the the project.

## 1.A Resource Summary

Xcel Energy's commitment to advance equity and social impact is embedded in the company's diversity and inclusion and environmental, social and governance (ESG) strategies. Xcel Energy has established a dedicated team, led by Kelly Flenniken (PSCo) Trisha Duncan (NSP) and Brad Baldrige (SPS), who's resumes can be found in the application to manage Community Benefit Plan activities. Funding for these activities will directly support investments and engagements in the deployment locations of these new grid resiliency projects. Xcel Energy works closely with various community, labor and workforce development partners to drive engagement and investments in programs that are making a difference in our community. Some of these partners include local city councils and governments, chambers of commerce and economic development, and community organizations that represent diverse stakeholders.

Community Engagement	Community Relationship Managers will conduct outreach throughout the deployment areas using strategies, relationships, and processes as outlined above.			
	PSCo: ~\$(b) (4)	NSPM: ~\$	SPS: ~\$	NSPW: ~\$

## 2 Investing in the American Workforce

Xcel Energy has been on a clean energy journey for nearly 20 years. Through that process it has developed a robust framework and set of processes to ensure the successful transition of local workforces to support reliable and increasingly clean energy service. Xcel Energy continues to work tirelessly to build a diverse pipeline of talent for clean energy jobs, including engineers, line workers, and other trades across its service territories to support project execution and facility operations.

### 2.A Plan to Attract, Train, and Retain a Skilled and Well Qualified Workforce

Xcel Energy has a long and successful history of collaborating with its community and labor partners to provide access to skilled jobs in the clean energy sector. In partnership with the IBEW, Xcel Energy's internal technical training department, and local educational providers it is committed to providing training and education opportunities for our local workforce. Reskilling, where required, is accomplished through on-the-job training, investment in new apprenticeship programs, and partnerships with the local community college system to build a clean energy curriculum and sustainable talent pipeline. While the projects in this application are not projected to have large labor impacts, these grid resiliency projects will create full time positions in the long-term operation of the assets, as well as direct and indirect temporary labor through the planning and installation of these projects. Xcel Energy commits to paying above the prevailing wage for all new direct labor impacts as well as training to develop our current workforce to be able to operate new smart grid technologies. Xcel Energy commits to undertaking the following additional workforce development actions, leveraged with meaningful financial investments and with particular focus on assisting transitional workforce resources and low/moderate income communities that may be experiencing job disruptions due to the clean energy transition and/or are facing chronic unemployment or underemployment challenges.

- Continued and additional partnerships with education institutions supporting minority and underrepresented students, including curriculum development
- Partnership with union chapters to support apprenticeship and credentialing programs supporting the construction and technical trade skill sets needed in the clean energy sector.
- Collaboration with community leaders and social services agencies to conduct outreach to DACs in the host communities. Additional partnership with the local workforce centers.

**Training Programs:** The company supports training and curricula that prepares students for skilled jobs in the energy industry through its membership with the Center for Energy Workforce Development (CEWD). It also collaborates with local community colleges and local high schools to attract students into energy trades jobs to continue to feed a pipeline of diverse and local talent. Xcel provides training on new technology including technology deployment with both bargaining and non-bargaining employees including ongoing training and hands-on training for new devices.

**Progressive Non-salary Benefits:** Xcel Energy offers progressive programs that help employees manage their work and personal lives. The programs are assessed annually, and new features are

added as needed to meet changing needs and maintain our leadership position in this area. These benefits include paid parental leave, adoption assistance, dependent care referral, paid time off and employee assistance donation bank, floating holidays, volunteer paid time off, military time away from work, subsidized mass transit monthly passes, and long-term financial well-being; as well as employee emotional well-being services to support mental health and emotional well-being.

**Xcel Energy Safety Always Approach:** Safety is at the heart of everything we do at Xcel Energy. In fact, it is one of our company's core values. To bring this to life, we're creating a safety culture that is transparent and trusting and that leads to learning and improving. Through our Safety Always approach, we encourage more open communication and information sharing. We are learning from our near misses, good catches and injuries by treating our response to them as an opportunity to learn and improve our practices.

## 2.B Disclosure of Prior Violations

(b) (4)

## 2.C Workers' Right to Form and Join Unions of Their Choosing

Xcel Energy recognizes the right of employees to select union representation in accordance with applicable laws. We communicate to employees their right to associate freely and bargain collectively by posting notices about that right in high-traffic common areas, such as break rooms. Through collective bargaining, we facilitate positive union relations and promote collaboration on business challenges that impact our operations and workforce. Each Xcel Energy operating company has separate collective bargaining agreements, negotiated with the local unions. Xcel Energy bargaining agreements include equal opportunity clauses, and we operate in compliance with the policies and regulations established by the National Labor Relations Board and the statutes of the National Labor Relations Act. All our collective bargaining agreements are posted on our company intranet for employee viewing. Approximately half (44%) of our workforce is currently represented by unions. Most of our bargaining workforce has had union representation for more than 70 years.

## 2.D Job Retention, Transition, and Other Workforce Development

The project detailed in this application will require many different employee and labor types to complete. New advanced and enhanced resiliency projects will require a mix of existing internal skills and new skills. Many of the projects proposed here are underway by the Company's union represented employees today, this proposal would increase their scope or accelerate the timeline of many activities. These projects will support workforce development and efficiency as field and control employees are able to monitor outage and safety issues more proactively and efficiently.

**Process for Employees to Report Concerns:** We provide multiple options for employees to report any concerns or grievances about potential violations of Xcel Energy's policies confidentially. All

concerns are formally investigated, tracked and processed through a case management system that provides a comprehensive review of allegations.

**Turnover:** Human Capital Reports will be provided quarterly to senior leaders to make informed decisions on staffing. The reports include information on employee demographics, performance, headcount, turnover and attrition trends within their organizations. As needed, company-wide analyses and modeling is provided on potential operational scenarios for near and long-term workforce planning discussions and decisions.

**Learning Opportunities and Leadership Development:** We embrace continuous learning and are committed to building and maintaining a culture that fosters learning and growth and provides employees with support to pursue higher education, as well as extensive job specific training and professional development opportunities. We continuously update our development offerings for leaders, and those who aspire to be leaders, to help them grow throughout their careers at Xcel Energy, such as leader training for all levels, on demand development resources, and the EXPLORE pathway for aspiring leaders.<sup>2</sup>

## 2.E Resource Summary

Xcel Energy's workforce development initiatives under this project will be overseen by MJ Horner, who's resume can be found in application. Funding for these activities will directly support investments in internal workforce development, talent acquisition. Xcel Energy works closely with various community, labor and workforce development partners to drive engagement and investments in programs that are making a difference in our community. Our principal workforce development partners include the IBEW, Energy Careers Academy, and Center for Energy Workforce Development.

Workforce Development and Labor Engagement	Our workforce development team and workforce managers will outline the gaps needed for Xcel Energy to own and operate the included projects and to build a diverse and accessible clean energy workforce			
	PSCO: ~\$(b) (4)	NSPM: ~\$	SPS: ~\$	NSPW: ~\$

## 3 Diversity, Equity, Inclusion, and Accessibility (DEIA)

Xcel Energy strongly believes in the value that a diverse workforce brings and the importance of having employees who reflect the communities and customers we serve. We thoughtfully and intentionally work to create an environment where all employees feel they can be themselves, feel respected and genuinely are included and empowered to do their best work. Our most successful ideas and outcomes result from the collaboration between employees with a diverse set of experiences, backgrounds, and perspectives. We are committed to building a workforce that reflects the communities we serve and creates an inclusive culture for all employees. This leadership extends beyond our company walls and guides how we interact and engage with our communities, suppliers, and other stakeholders. Every year, we set targets to further broaden our supplier base, encouraging businesses owned by women or veterans or whose owners are ethnically or racially diverse to participate in our procurement process. Through our community

---

<sup>2</sup> Xcel Energy (2022), "[Human Capital Management](#)."



involvement programs, we have exponentially increased our support to educational and community organizations that advance diversity, equity and inclusion and have made it a key component of our giving focus areas. Xcel Energy was named a Best Place to Work for LGBTQ equality by earning a perfect score on the Human Rights Campaign Corporate Equality Index. The company was also named a Military Times Best for Vets employer in recognition of our support of military veterans, the Guard and Reserve, and their families.

**Supply Chain:** Xcel Energy actively encourages diverse suppliers to participate in its procurement process, including businesses owned by women or veterans or whose owners are disabled, racially or ethnically diverse, or lesbian, gay, bisexual or transgender. Xcel Energy purchased \$1.5 billion in goods and services from small and diverse businesses in 2021. As a result, the company estimates the program supported nearly 19,600 jobs, providing employee earnings of approximately \$1 billion. In the execution of this project, Xcel Energy is committed to partnering with minority-owned, women-owned, and veteran-owned businesses and will create enhanced procurement pathways and support services to ensure that these entities have broad access to contracting opportunities for supplies, services and equipment associated with this project.

**Diverse Partnerships:** Xcel Energy has built many different partnerships with organizations focused on workforce development of underrepresented groups. Xcel Energy partners with multiple education institutions that serve minority and underrepresented student populations, such as the Energy Career Academy in Minnesota and the Colorado Workforce Development Council. the company also works with diverse student groups, including the National Society of Black Engineers, Society of Women Engineers, Society of Hispanic Professional Engineers, and Society of Asian Scientists and Engineers. Through these partnerships, the candidate pool is continuously improved, reducing the need for candidate relocation and supporting the local economies. More than 40 recruiting events in 2021 were focused on hiring diverse candidates. Xcel Energy will leverage these partnerships to make sure that all clean energy workforce development will maximize participation of diverse universities, communities, and organizations.

### 3.A Resource Summary

Xcel Energy's DEIA initiatives under this project will be led by Xcel Energy's DEIA and Supplier Diversity team, led by Mariah Norberg. Her resume can be found in the application. Funding for these activities will directly support investments in opportunities for diverse groups to participate in workforce and supplier development of this project. Xcel Energy works closely with our employees, vendors and contractors to drive diversity and equal access to employment and contract opportunities and is committed to ongoing investments in programs that are making a difference in our community.<sup>3</sup>

DEIA	Xcel Energy's DEIA and Supplier Diversity team will work to maximize diverse and local spend and conduct diverse outreach for all labor impacts of the project.			
	PSCO: ~ (b) (4)	NSPM: ~\$	SPS: ~\$	NSPW: ~\$

<sup>3</sup> Xcel Energy (2022), "[Diversity, Equity and Inclusion](#)"

## 4 Justice40 Initiative

We are integral to the communities we serve and are committed to furthering Environmental Justice in those communities. Accordingly, Xcel Energy will (1) consider Environmental Justice in our energy, climate, and environmental initiatives; and (2) strive to provide meaningful opportunities for impacted communities to participate in the process of considering these initiatives that impact them.<sup>4</sup> Xcel Energy has used screening tools, primarily the Federal Climate and Economic Justice Screening Tool (CEJST) and DOE Energy Justice Mapping Tool (EJMP) to gain an initial understanding of communities surrounding the project area including demographics, energy and environmental indicators, sensitive environmental and cultural sites, disadvantaged community (DACs) designations under the Federal J40 Initiative. In Phase 1 of the project, Xcel Energy will use screening data, combined with state, community, and Tribal Governments engagement, as applicable, to develop deeper understanding and an in-depth Justice40 plan through impacted community input and review. Through this analysis we will identify and create plans to realize benefits and mitigate negative impacts of the project.

### 4.A Identification of Disadvantaged Communities

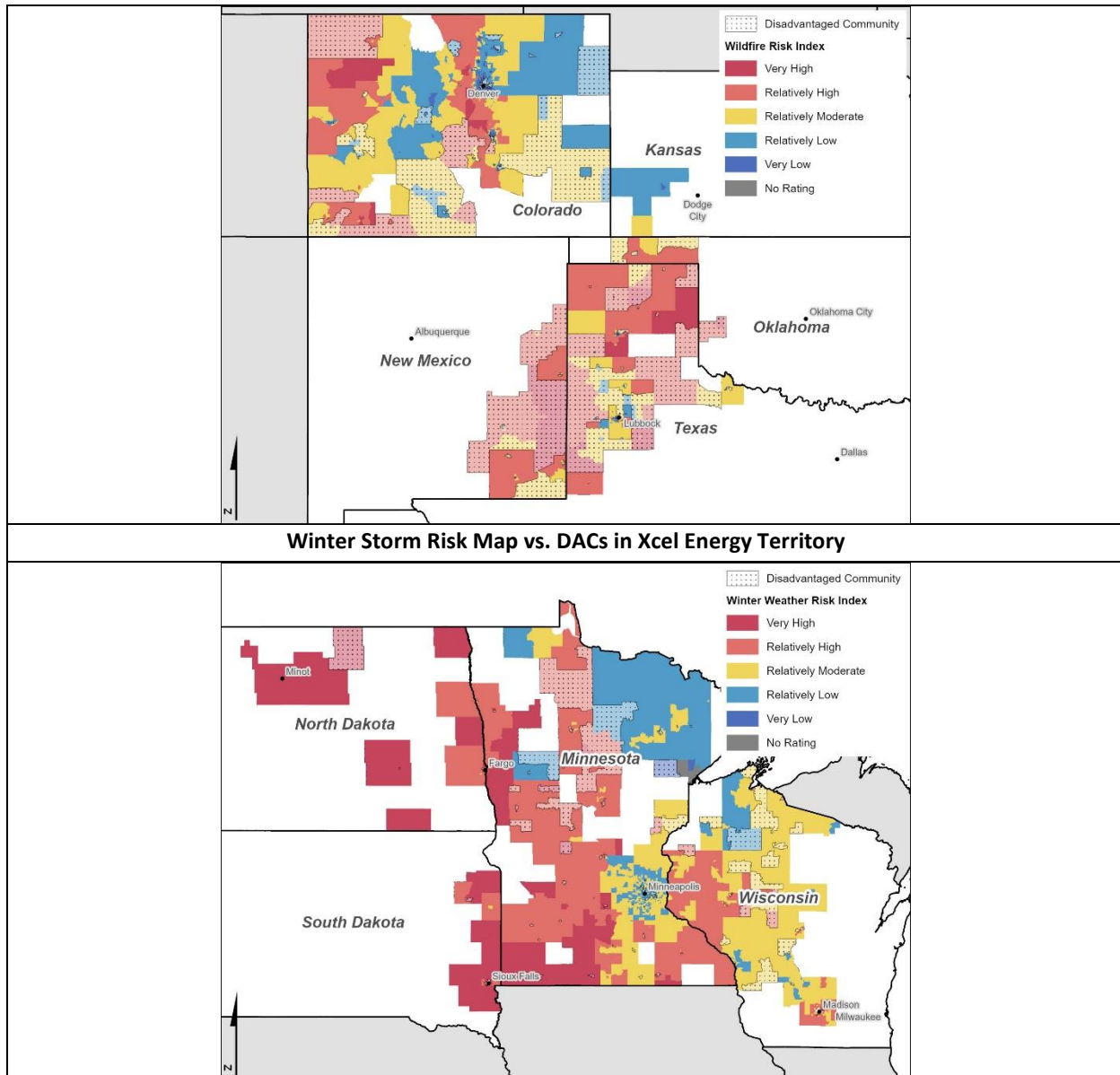
Evaluating the service territory of Xcel Energy versus the Disadvantaged Communities as identified in the Climate and Economic Justice Screening Tool finds 2,376 DAC tracts in areas served by Xcel Energy. The risks to these communities from wildfire and severe winter storms are illustrated in the following maps.

State Served by Xcel Energy	Number of DAC 2010 Census Tracts within Xcel Energy Territory	State Served by Xcel Energy	Number of DAC 2010 Census Tracts within Xcel Energy Territory
Colorado	825	North Dakota	84
Michigan	12	South Dakota	96
Minnesota	814	Texas	219
New Mexico	68	Wisconsin	258
Total: 2,376 - All data provided by the <a href="#">CEJST V1.0</a>			
Wildfire Risk Map vs. DACs in Xcel Energy Territory			

---

<sup>4</sup> Xcel Energy (2022), "[Position Statement – Environmental Justice](#)"





#### 4.B Identification of Quantifiable, Measurable, and Trackable Benefits

All metrics related to Justice40 impacts for disadvantaged communities and community benefits in general will be tracked, documented, shared with community stakeholders, and regularly reported to DOE. Metrics will include, but are not necessarily be limited to:

- |                                  |  |                                      |  |
|----------------------------------|--|--------------------------------------|--|
| 1) Dollars spent in, or for DACs | 3) Air Quality impacts due to decreased Wildfires.     | 5) Reduction in outage duration      | 7) value of contracts to diverse and local suppliers |
| 2) Reduction in outage frequency | 4) dollars spent on job training/education/recruitment | 6) Direct and Indirect Labor Impacts | 8) number of stakeholder events held & engagement    |

Metrics will be further developed and finalized in collaboration with community stakeholders to ensure the Community Benefits Plan as a whole is focused on and adapted to community priorities. All metrics will be tracked through existing governance structures such as our supplier diversity program and community relations team, and metrics due to project deployment will be enabled to be tracked by the installation of the technologies themselves.

**Economic Impact Analysis:** An initial economic analysis was conducted to evaluate the direct, indirect, and induced effects of a capital investment at the total project cost (b) (4)

<u>Capital Phase</u>	Total Output	Total Value Added	Total Employment	Total Employee Earnings
Direct Impacts	\$(b) (4)			
Indirect Impacts	\$			
Induced Impacts	\$			
Total Impacts	\$			
<u>Operational Phase</u>	Total Output	Total Value Added	Total Employment	Total Employee Earnings
Direct Impacts	\$(b) (4)			
Indirect Impacts	\$			
Induced Impacts	\$			
Total Impacts	\$			

#### 4.C Anticipated Negative and Cumulative Environmental Impacts on DACs

The projects in this application are intended to accelerate and enhance ongoing resiliency programs to minimize grid impacts from wildfires and weather events. Overall, very few and minimal negative impacts are expected. These include:

- Vegetation Management could cause potential impacts through the removal of large trees and other vegetation; however, these impacts are much smaller than potential wildfire impacts these projects seek to mitigate.
- Negative impacts for things such as noise, dust, short term pollution could be seen through construction activities. Installation of Microgrids and Undergrounding are projected to have the biggest impacts on this. This negative impact is short term.

#### 4.D How and When Benefits are Expected to Flow to DACs

Most of these impacts will be seen system wide throughout the Xcel Energy service area, but many benefits will impact individual counties as projects are deployed. System-wide resiliency benefits will benefit every Xcel Energy customer, including the customers in the 2,376 DAC tracts in our service area. Many benefits will be realized immediately after execution of the project, as the resiliency of the system and community will be enhanced by deployment. Benefits may also be indirect, with successful deployment of these solutions supporting wildfire risk reduction, air quality benefits from fewer fires will benefit all area residents including those in DAC tracts.

These benefits will be realized mainly as the projects are first implemented, such as the specific communities where undergrounding happens, and through continued deployment such as the hazard tree clearing. Many of these projects have long term effects; undergrounding increases resiliency for the lifetime of the cables, and projects like the fire spread software will increase our resiliency risk awareness for years to come. As shown in the figures in 4.A, many High winter storm, and wildfire risk communities are also DACs. As we are able to target more DACs with

high risks through this grant, greater benefits will flow to these locations where the projects are deployed.

Wildfire Mitigation – CO, NM, TX	
Project	Benefits
Wood Pole Fire Resistant Coating	<ul style="list-style-type: none"> <li>• Increased resiliency &amp; Asset survivability against wildfire.</li> <li>• Can inspect more communities, more frequently and lower cost</li> <li>• Quicker outage response times, decreased outage frequency and decreased outage duration</li> <li>• Reduced frequency of wildfires</li> </ul>
Unmanned Aerial System (UAS) Pole Inspection	
Wildfire Safety Settings (WSS) Restoration Response Program	
Non-Expulsion Fuses	
Wind-Strength Testing	
Undergrounding High Risk Circuits	
Hazard Tree Clearing Program	
Fire Spread Modeling Software	
Efficient and Effective Public Safety Power Shutoffs (PSPS) Solutions: EV driver solutions (WeaveGrid), community center power (WRI)	<ul style="list-style-type: none"> <li>• Enhanced EV enablement in PSPS events</li> <li>• Enable energy supply to provide a community resource with power while the broader grid is disabled</li> </ul>
High Impact Low Probability Event Mitigation – WI, MN	
Project	Benefits
Undergrounding for Storm Resilience	<ul style="list-style-type: none"> <li>• Reduce impacts to communities from winter storms</li> <li>• Enable more efficient risk assessment and identification</li> <li>• Increase reliability and reduce likelihood of faults</li> </ul>
Hazard Tree Identification	
Vegetation Management	
Microgrids Supporting Black, Indigenous, People of Color (BIPOC) Community Resilience:	This project will also identify opportunities to expand the existing projects and identify additional opportunities to implement community microgrid solutions to serve local communities in the event of a power outage providing electricity and shelter.
La Crosse Water Waste Treatment Plant Microgrid	Install battery storage system and advanced microgrid system at La Crosse plant to increase resiliency and use of clean energy at the facility. Overall save money on customer bills and use as pilot to expand into other city facilities.

## 4.E Resource Summary

CBP Budget- specifics can be found in budget justification documents, note these numbers are rounded.				
Xcel Energy is committed to advancing the environmental, engagement, DEIA and workforce development activities described in this plan and will leverage our existing robust ESG governance programs and community engagement processes to track project impacts and ensure that they are aligned with community development priorities and directly address identified community burdens or vulnerabilities. The Community Benefits Plan budget is about \$3,000,000 in total, 1.3% of the total project cost.				
Justice40	Justice40 reports will be created in tandem through collaboration of Environmental Analysts, Community Relationship Managers, Workforce Managers, and DEIA Managers to track, report, and plan for all Environmental, Social, and Governance metrics related to this project and Justice40.			
	PSCO: ~\$ (b) (4)	NSPM: ~\$	SPS: ~\$	NSPW: ~\$

## 5 Community Benefits Plan SMART Milestones

Tasks and Milestones
Phase 1 (BP1):

## Topic 1 Community Benefits Plan

<i>Task:</i> Create and detail Community Outreach Plan for each project deployment This plan will outline schedules and places for public meetings, create wildfire and High Impact Low Probability event educational material for distribution, detail initial engagement with key stakeholders such as the Cities and Chambers of Commerce, and establish a project website.	<i>Milestone:</i> Provide Community Outreach Plan to DOE
<i>Task:</i> Conduct analysis of knowledge gap for Xcel Energy operations of GRIP project portfolio	<i>Milestone:</i> Xcel Energy Grid Resilience Labor Gap & development plan.
<i>Task:</i> Benchmark and Identify initial list of J40 metrics through project planning and initial outreach.	<i>Milestone:</i> Initial J40 metrics benchmarked & reporting governance created.
<i>Task:</i> create enhanced procurement pathways and support services to ensure that these entities have broad access to contracting opportunities for supplies, services and equipment associated with this project.	<i>Milestone:</i> Project supplier diversity report.
<b>Phase 2 (BP2):</b>	
<i>Task:</i> Implement Phase 2 scope of Community Outreach Plan, use learnings from outreach to finalize phase 3 Community Outreach Plan.	<i>Milestone:</i> Provide Phase 2 Community Engagement report on outreach methods, statistics, and outcomes. Use phase 2 engagement to inform gaps and methods to include in phase 3 outreach.
<i>Task:</i> Identify metrics that are meaningful to the communities and align with J40 policy priorities and the demonstration and deployment targets. Collect information from community outreach on community priorities to reflect in J40 metrics.	<i>Milestone:</i> Provide analysis documentation & benchmarking of list of finalized key metrics. Provide Justice40 report to DOE and communities.
<i>Task:</i> Conduct workforce development plan, host recruitment outreach through diverse partners as applicable.	<i>Milestone:</i> Develop internal workforce capable of operating new resiliency project technologies
<b>Phase 3 (BP3):</b>	
<i>Task:</i> Continue implementation of Community Outreach Plan, use learnings from outreach to finalize phase 4 Community Outreach Plan.	<i>Milestone:</i> Provide Phase 3 Community Engagement report on outreach methods, statistics, and outcomes. Use phase 3 engagement to inform gaps and methods to include in phase 4 outreach.
<i>Task:</i> Quantify the Justice40 impacts using updated information and new deployment locations.	<i>Milestone:</i> Provide Justice40 report to DOE and communities.
<b>Phase 4 (BP4&amp;5):</b>	
<i>Task:</i> Continue implementation of Community Outreach Plan leveraging phase 3 outreach, use learnings from outreach to continue engagement through operations.	<i>Milestone:</i> Provide Phase 4 Community Engagement Report on outreach methods, statistics, and outcomes. Provide Community Engagement Operations Plan for remaining operation of the projects.
<i>Task:</i> Quantify the Justice40 impacts using updated information and new deployment locations.	<i>Milestone:</i> Provide Justice40 report to DOE and communities.