

COMMUNITY BENEFITS PLAN

Resilience and Prosperity in Rural Northern Wisconsin

“Restore the American Dream because it worked before. It’s rooted in what’s always worked best in this country: investing in America, investing in Americans. Because when we invest in our people, we strengthen the middle class, we see the economy grow. That benefits all Americans. That’s the American Dream.”

- *President Joe Biden, speech at the Old Post Office Building, Chicago - June 28, 2023*

The Community Benefits Plan (CBP) for the *Resilience and Prosperity in Rural Northern Wisconsin* program, led by the Wisconsin Office of Sustainability and Clean Energy (OSCE), is designed to drive diverse community benefits from resilience, renewable energy, electric vehicle (EV) charging, and local knowledge. A CBP SMART goal for this program is to hire 1.0 FTE Energy Specialist in Bayfield County and 1.0 FTE Energy Specialist in Red Cliff by April 2025. More SMART goals will be developed in Phase 1 of the CBP.

COMMUNITY AND LABOR ENGAGEMENT

Background And Experience: The program team will build on a long history and recent prioritization of engaging with stakeholders around energy, climate, environment, equity, and technical projects. Local nonprofit Cheq Bay Renewables (CBR) has led extensive community engagement with project host communities to build support, gather input, and co-develop implementation strategies tailored for each community. Sustained discourse has helped dispel misinformation and has already provided a solid foundation to move forward. Resilience hubs, equity, Justice40, and climate change mitigation were sometimes new or controversial concepts for participants; however, communities welcomed environmental and social benefits when the financial outlook is positive. Starting in April 2023, a series of engagements facilitated by CBR set the stage for the Resolutions found in Section 6, Letters of Commitment.

In recent years, the OSCE led multiple statewide initiatives that brought together a broad cross-section of over 150 organizations and individuals to provide input and advice on the state’s energy and climate path forward. This included the Governor’s Task Force on Climate Change, which culminated in a Climate Change Report for Wisconsin in 2020 and the development of Wisconsin’s first Clean Energy Plan¹, published in April 2022.

The WI Office of Rural Prosperity (ORP) partners with and builds the capacity of rural communities and supports rural initiatives. Through community listening sessions, ORP created the Rural Voices Report, which includes recommendations encouraging investments in renewables, exploring what leading states have done to increase investments, and supporting pilots that could provide regional best practices. This proposed program serves as a mechanism for the state to better support rural communities in implementing renewable energy projects.

Bayfield County and The Red Cliff Band of Lake Superior Chippewa Indians engage regularly with labor representation from various organizations in daily government work. Utilities in the region

¹ <https://osce.wi.gov/pages/cleanenergyplan.aspx>

employ unionized energy workers from the International Brotherhood of Electrical Workers (IBEW). The OSCE also performs extensive labor engagement work at the state level. Core to the approach for implementing the Community Benefits Plan is building on these existing relationships, plans, and engagement momentum overall.

Community, History, Dynamics, and Stakeholders: Bayfield County and the Red Cliff tribal lands are in the remote and northernmost part of Wisconsin. One of the largest counties in the state, Bayfield is home to national protected areas including Apostle Islands National Lakeshore, Frog Bay Tribal National Park, Chequamegon National Forest, Whittlesey Creek National Wildlife Refuge, and vast blocks of State and County Forest. The 2020 census identifies Bayfield County as the sixth fastest growing in Wisconsin with a population density of 11.0 people per square mile. There are 13,238 housing units at an average density of 9.0 units per square mile. The northernmost segment of Bayfield County (U.S. Census Tract #55007960100), which includes Red Cliff and the Towns of Russell, Bayfield, and Bell, is 40% Native American. 35%



Figure 1. Bayfield County location.



Figure 2. Census tract 55007960100 in northeastern Bayfield County

of individuals in this tract have incomes below the 200% Federal Poverty Line, which makes up 20% of Bayfield County's population. Median household income in this tract is \$62,859, which is 6% below the state average, and median annual household income for Red Cliff members is \$29,000 (Red Cliff Tribal Census 2018). 72% of households in Red Cliff have income less than or equal to twice the federal poverty level. The County poverty level is 11.6%.² Bayfield County has a 4.8% unemployment rate³ – the third highest in Wisconsin – while the current state average is 2.4%.

These areas are characterized by tightly-knit, unique communities economically dependent upon tourism, regional logging and commercial fishing industries. Natural beauty and expansive public lands with 966 inland lakes and 80 miles of Lake Superior shoreline draws a vibrant tourist economy.

This program will impact all 28 local units of government in Bayfield County, but more specifically will directly impact six town governments, one village, one Tribe (Red Cliff), one Sanitary District, and five additional communities where Bayfield County's highway garage microgrid installations will be located. Tribal and local government stakeholders support this program for several reasons, including cleaner renewable energy and grid resilience, energy equity, cost savings, greenhouse gas emission reduction, and expanded EV vehicle and fleet charging opportunities.

² U.S. Census Bureau QuickFacts: [Bayfield County, Wisconsin](#)

³ 2022 average: <https://fred.stlouisfed.org/series/WIBAYF7URN>

Key stakeholders within the broader community and labor discussion above include Red Cliff's Tribal Transportation Facility and Community Health Center, and the Bayfield County Highway Department. Investing in grid-hardening strategies and renewable energy technologies at the Transportation Facility and Health Center will increase Red Cliff's ability to maintain critical community services during disruptions and support continued progress toward increased energy resilience and sovereignty. One function of the Transportation Facility is to provide local mass transit bus services through its Miskwaabekong Transit program, utilized by more than 15,000 riders annually and providing community transport to employment, education, and critical health care services. The Health Center provides medical, dental, and pharmaceutical services to the Red Cliff community and surrounding region, and provides comprehensive care through its Community and Behavioral Health programs and services. The Bayfield County Highway Department has a main garage in Washburn and five outlying garages throughout the County. The Department maintains all county and state highways within the 1,500 square mile county footprint. Bayfield County has a close working relationship with municipal and tribal road departments. All parties take public safety and the importance of road infrastructure very seriously. This existing collaboration and cooperation will be further enhanced through the implementation of the proposed microgrid and compressed natural gas (CNG) technologies. New services will strengthen the core infrastructure of county and municipal highway responders. A quick highway response to natural disasters or severe weather directly impacts the Sheriff, Ambulance and Fire response.

Strategies, Methods, and Timeline: The program team will seek input, perform outreach, provide information, analyze, and address input and concerns throughout the program, using various methods to engage local communities and labor as central to the program.

Supporting Rural Communities with Statewide Effort	Connect small communities to state-level resources, align small projects with statewide objectives, and build capacity in rural communities across the state of Wisconsin to implement clean energy projects.
Public Meetings and Presentations	Hold a series of public meetings and presentations to introduce renewable energy projects to the local community, such as informational presentations and Q&A sessions, where community members can provide local insights, priorities, concerns, and requirements, and offer feedback on the project.
Community Surveys	Conduct online and in-person surveys to gather community feedback on the projects, gauge community sentiment, gather information about community needs and priorities, and assess the potential impacts of the program.
Site Visits and Tours	Offer opportunities for community members to visit the project sites and learn more about the technology and construction process. This can include guided tours, information kiosks, and other forms of interactive engagement.
Educational Programs	Develop educational programs and materials to help the community better understand the technology behind the renewable energy projects. This can include community and school presentations, science fairs, and workshops for students and educators.
Public Relations	Utilize traditional and online social media channels to communicate project updates and engage with the community. This can include email updates, community newsletters, social media posts, and other forms of digital or local media outreach.
Community Advisory Boards	Establish community advisory boards or committees to provide ongoing input and guidance on the program. If an energy advisory board or committee exists, engage them to leverage and complement their current community-building efforts. This can help ensure that the program is aligned with the needs and priorities of the local community.

<p>Continuous Feedback</p>	<p>Throughout the project, provide ongoing opportunities for community feedback and engagement via public hearings, a dedicated email address, contact form, a physical drop box sited near the project, or other accessible methods to identify and address concerns in real-time and ensure that the project is meeting the needs of the community.</p>
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Labor and Community Agreements Statement: Most of the participating communities are hosting a microgrid project. Those communities have already issued resolutions committing to their participation in the program. Once funding is awarded, formal agreements will be created regarding cost share allotments, hosting systems, and participation in community advisory and public relations activities. Communities receiving a project but not hosting (towns with county highway garages) will receive clear purpose of the program from Bayfield so town residents and leaders can understand and fully utilize microgrid benefits. Agreements will encourage local labor and apprenticeships, address living wages, clarify clean energy commitments, specify American made construction materials, and support public transportation. Labor relations will be explored specifically in Phase 1. The program management team will reach out to union representation to share goals and negotiate plans for workforce development programs in advance of bidding. All agreements will be documented for clarity.

Resource Summary: The budget for community and labor engagement for this program is \$399,700 which includes the primary activities of Work Breakdown structure Task 5 throughout all phases: Connect Community with Statewide Efforts, Public Presentations, Community Surveys, Kiosks, Educational Programs, Public Relations, Formation and Facilitation of Community Advisory Boards, Facilitating and Management of Continuous Feedback Channels.

INVESTING IN THE AMERICAN WORKFORCE LOCALLY

Building 23 distributed energy resource (DER) projects across several communities will create demand for local workers and future maintenance. The program will establish permanent clean energy jobs in Bayfield County, as well as offer many good-paying local construction jobs during project implementation. The transition to clean, distributed energy requires engaging the current energy and building/maintenance workforce and ensuring that their skills will transfer from fossil fuels to renewable energy jobs. Bayfield County plans to create long term maintenance commitments in the RFP process to support this.

Bayfield County and the Red Cliff Band face recruitment and retention challenges for skilled positions due to their remote location and struggle to maintain skilled personnel for essential services. The proposed projects will help the community achieve capacity through the development of long-term strategies. Collectively, these objectives will include and support technical education and workforce development opportunities for tribal members, area residents, and existing staff, resulting in steady employment and living wage jobs.

Background and Experience: Recent investments in local workforce development will create quality, family-supporting jobs in settings where workers rights are valued. State and local examples of these investments follow. The Workforce Innovation Grant Program is a collaboration between the Wisconsin Economic Development Corporation (WEDC) and the Department of Workforce Development (DWD). This program encourages the development of leading-edge, long-term solutions that enable businesses to find workers and empower those

workers to prepare for and connect to the family-supporting careers in their regions more easily. Wisconsin's more than \$128 million commitment to developing workforce solutions also includes two additional programs: The Worker Advancement Initiative offers subsidized employment and skills training opportunities with local employers and the Worker Connection Program provides support for individuals attempting to reengage in the workforce and expand their opportunities in the post-pandemic economy. These state initiatives can serve the Bayfield County - Red Cliff program and future replication in communities statewide.

Bayfield County is working actively with Bayfield County Economic Development Corporation on the Bayfield County Business Park, on US Highway 2, to recruit and retain new jobs in the county. The county actively supports on-the-job training for employees with both in-house and contracted training services. Bayfield County has prioritized clean energy through EV Charging infrastructure, broadband infrastructure improvement for telecommuting and a concentrated focus on workforce, senior and affordable housing. Bayfield County and Red Cliff are the largest employers in the county. Both have engaged in significant broadband expansion through Wisconsin's investment to improve broadband access in rural areas, which will greatly improve rapid response capabilities for emergency services and will also support the growing remote workforce. The Red Cliff Band also encourages and supports professional development. As part of Red Cliff's Workforce Development initiatives, the Band held multi-day in-person learning sessions for workforce development strategic planning. Key Red Cliff political and programmatic leaders came together to collectively chart the tribe's consensus vision for long-term workforce development priorities, along with the actions to get there. These sessions helped lay the groundwork for Red Cliff's design and implementation of a strategic, holistic approach to developing the Tribe's human capacity so it can achieve its defined priorities for a skilled and vibrant workforce.

Lack of available housing is consistently cited across the region as a major barrier to effective staff recruitment. Without new housing construction, many low- and median-wage earners are unable to find affordable options near their places of employment. Chronic understaffing in critical sectors threatens the stability of the region's core services and amenities. An increase in the supply of affordable, energy-efficient housing is drastically needed in order to maintain effective levels of community service and build additional regional capacity to meet the challenges ahead. To remedy this situation, the communities of Bayfield County and the Chequamegon Bay region along with the Red Cliff Band are collaborating on rural and workforce housing initiatives through a pilot program in partnership with the Wisconsin Housing and Economic Development Authority (WHEDA). This will further support the growing workforce.

Quality Jobs: The operations and installation plan for this initiative requires quality installations made possible from quality job creation. This includes hiring 1 FTE for Bayfield County and 1 FTE for Red Cliff Band to manage Energy Projects. This funding will also provide training opportunities for the local workforce to expand and transition their skills to the clean energy economy. Funding from this grant will be also used to develop a financial plan for securing funding to sustain these positions after the close of the grant program's period of performance. Additionally, selected construction vendors will provide an appropriately trained and skilled workforce guaranteeing good-paying jobs and quality installations. A criterion for selecting successful vendors will be the

inclusion of local workforce development partnerships that could include local tradespeople to participate in on-the-job-training or apprenticeship for construction and renewable technology installation, operation and maintenance.

The Red Cliff Band recently initiated a “Solar Boot Camp” for their upcoming solar microgrid installation at their Early Childhood Center. Five tribal members and two tribal staff will be chosen to participate in training qualifying them for the North American Board of Certified Energy Practitioners Associate PV exam. Participants who successfully complete the academy will be hired by the tribe to assist in the installation of the microgrid with pay rates in accordance with the Davis-Bacon Act. A similar program could be considered for this program.

Workforce Development: Grant funds will be used to support workforce development in multiple ways:

- CNG mechanic training will be provided to Bayfield County mechanics. If a local training can be arranged, the opportunity will be extended to interested local dealerships and shop staff.
- CNG Fueling Station training will be provided to shop staff and local contractors. Curriculum will cover maintenance and operations of the CNG Fueling Station.
- A Grant Writer will support Bayfield County and Communities with grant writing assistance for housing and energy projects that will help sustain this project beyond the life of this grant.
- Opportunities will be created with local education institutions for work study students and apprenticeships at Northland College and Northwood Technical School.
- Bayfield County will collaborate with area unions for skill specific apprenticeship programs.
- Local contractors will be hired to build apprenticeship capacity with intentional emphasis in providing information, training, and skilled jobs for tribal members and people in other DACs.

Other opportunities include:

- The Red Cliff Education Department and Library offer a variety of tribally sponsored scholarships to tribal members each year to help build skills and experience.
- The Lac Courte Oreilles Ojibwe University Outreach at Red Cliff provides community members with post-secondary and continuing education opportunities while advancing the language, culture, and history of the Ojibwe.

Worker Rights: The Red Cliff Education Department provides information and supports opportunities for tribal community members to connect and organize with unions. The tribe also contracts with many construction firms, some of which provide a union workforce. Local utilities will be involved in construction and operation of some elements of this initiative. Both Xcel Energy and Bayfield Electric employ workers organized with the International Brotherhood of Electrical Workers (IBEW).

Milestones and Timelines: Community and labor input and insights will be gathered in Phase 1 and inform workforce efforts in Phase 2. Liaisons with higher education and skilled professional institutions will be organized and formalized during phase 1. Two local Energy Specialists will be hired in Phase 2 and they will be onboarded by April 2025. Construction apprenticeships will be selected in Phase 2 and executed in Phase 3. Operation and maintenance skilled training will be conducted in Phase 3 so that workers will be available in Phase 4 and beyond.

Resource Summary: The budget for workforce development for this project is \$1,583,176.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)

Background and Experience: The program team is composed of a diverse cross-section of members with local and statewide expertise, including a tribal nation, local governments from rural and remote areas in Wisconsin, nonprofits, state agencies, and other organizations with specific environmental and clean energy missions.

Red Cliff Band of Lake Superior Chippewa: a leading member of the project team bringing expertise in planning and resilience, and workforce development, while elevating underrepresented ideas, approaches, and perspectives. Red Cliff is an equal opportunity employer, and Indian preference is applied to all hiring considerations in the case of equally qualified candidates.

Bayfield County: The Bayfield County Executive and Personnel Committees embody oversight of inclusive hiring policies, including the Equal Employment Opportunity policy. The Human Resources Director incorporates DEI-related trainings for staff on an annual basis. The Bayfield County Civil Rights Compliance Plan is often reviewed. Staff review tools for hearing, vision, language, and accessibility supports when needed. The county's expectation is that all persons be provided equal access to programs and services regardless of their race, creed, age, sex, or other status. Bayfield County has worked with the Veteran Services, WI Department of Vocational Rehabilitation, Inclusive, and Northwest Passage, as well as other local agencies to partner their program participants with work and job experience opportunities at the county.

muGrid Analytics: Technical project lead and a certified woman-owned small business, muGrid has committed to increasing workforce diversity through hiring practices. muGrid has been facilitating community energy planning, centering local needs and goals, and meeting those goals with technical solutions.

Slipstream, Inc.: In 2018, Slipstream formed an employee Equity, Diversity, and Inclusion (EDI) Committee to address and practice EDI commitments. Slipstream adopted an inclusive meeting tool to help remedy work style dynamics that are historically inequitable. They also developed and implemented a tool to regularly analyze diversity within contracts and purchasing as well as funding distribution (e.g., analyzing shared funding with black, indigenous, persons of color (BIPOC)-led organizations and frontline communities they support).

Strategies, Milestones and Timelines: In Phase 1 community and labor engagement activities will intentionally seek insights and priorities regarding DEIA matters and incorporate the specific findings into future planning. The Community Advisory Boards will be instrumental in informing and deciding on DEI approaches. At this stage specific infrastructure ownership and operation is not wholly known, and as these decisions emerge accountabilities will be refined for filling DEIA gaps. The main DEIA milestone will be in Phase 2 with finalization of a documented DEIA plan building on work from Phase 1. Phase 2 workforce development tasks will be informed by the DEIA plan. When hiring and procuring services to support the projects, the program team will proactively encourage Disadvantaged Business Entities or organizations with a mission to support greater equity and inclusion in service delivery. When hiring needs arise, the program team will inclusively recruit employees with lived experiences in DACs, local communities, and poverty. A

key part of the project team's approach to advancing DEIA and access is to co-create a system for demographic transparency. This relies on the input of stakeholders as the Community Benefits Plan is created and is likely to specify strategy and tactics for planning, implementing, reporting, evaluating, and improving the demographic character of stakeholders involved.

Resource Summary: Resources for DEIA in this project are incorporated in Areas 4 and 5 of the budget, Workforce Development and Community Engagement. The DEIA plan includes activities related to plan development and finalization, metrics and monitoring, engagement (e.g. with employers and other stakeholders), and transparent reporting mechanisms. Recruitment activities associated with hires in Area 4 related to Workforce Development are proposed to be covered by Bayfield County and Red Cliff cost share.

JUSTICE40 INITIATIVE

According to the Climate and Economic Justice Screening Tool (CEJST), Bayfield County and the lands of the Red Cliff Band are identified as a DAC in U.S. Census Tract #55007960100, which includes the project area. Red Cliff covers 8% of the tract, which is automatically designated disadvantaged as lands of a Federally Recognized Tribe. The tract also hosts a high incidence (72%) of low-income households. While the CEJST uses a threshold of 90% for energy burden to influence a census tract's characterization as disadvantaged, it is notable that the affected tract has an extremely high incidence of energy burden at 73%. This program will directly support the DAC through the deployment of the microgrids, improving energy resilience and lowering energy costs. Two of the microgrids will be installed in Red Cliff, with project benefits extending directly to the DAC. The microgrid being installed in the Russell town garage is also located in a DAC. Though the rest of the Bayfield County microgrids are primarily located outside of a DAC, the benefits from improved resiliency, air quality, and workforce development will impact all towns in the county and therefore extend into the DAC in the northern part of the county and will also impact neighboring counties.

Although the remainder of the towns served are not located directly in a DAC, the rural and remote character and adjacency to and spillover from a disadvantaged tract mean characteristics are shared across jurisdictions. For example, CEJST shows that 25% of neighbors of Tract #55007960100 are disadvantaged. Additionally, a combination of circumstances and characteristics challenge the area in ways not measured or obvious in CEJST and other tools. The very low municipal population densities result in a small tax base. This creates enormous challenges for EMS and Fire Services, as extensive local road mileage and heavy winter snow makes year-round road maintenance a financial burden. Heavy tourism supports much of the local economy and comes in waves. The infrastructure demands and sizing to support the peaks require significant investment and maintenance costs and increased operational costs are shouldered by residents when tourists are absent. Bayfield County's end of the road status on the border of Lake Superior and Canada limit freight deliveries and business development. The distance to the State Capitol in Madison is 304 miles, which limits advocacy and in-person interaction with state departments and officials regarding local priorities. There is one institution of higher education in Bayfield County, LCO Ojibwe College. The nearest 4-year state college is in Superior, Wisconsin, 75 miles away from Washburn, the Bayfield County Seat. Bayfield County

has a severe lack of child care facilities. Between the housing and day care shortage, relocating to Bayfield County for work is currently difficult. Bayfield County has one of the highest unemployment rates in the state at 3.6%, and is considered one of Wisconsin's most distressed counties on WEDC's Distressed Counties list.

Assessment of Project Benefits:

Decreased Energy Burden: renewable energy will be optimized to avoid energy cost spikes through increased resilience from microgrids. Energy savings will free up municipal funds. As distributed energy and vehicle electrification are demonstrated in these communities, residents will adopt this new technology, feeling their own energy burdens ease. These projects could lead to residential-centric energy programs like community solar.

Reduced Environmental Pollutant Exposure: environmental exposure and burden are reduced because of increased renewable energy and decreased fossil fuel use in commercial and residential buildings. Coal still accounts for approximately 35% of Wisconsin's electric generation. Heating in this cold climate is mainly by onsite natural gas combustion. Renewable energy interventions for electricity measures have a downward effect on pollution from onsite equipment and generation plants, as well as other indoor pollutants. Whereas environmental injustice issues compound for community members in DACs, the benefits of this reduction are proportionately greater. The evaluation portion of this project anticipates using EPA's Risk Assessment Health Impacts Screening and Mapping Tool (COBRA) or a similar tool, to analyze health effects from pollution reduction. CNG elements reduce environmental exposure with a 70-90% reduction in carbon monoxide, a 75-95% reduction in nitrogen oxides, a 90% reduction in particulate matter and a 20-30% reduction in greenhouse gas (GHG) emissions compared to gas or diesel. In transitioning to CNG for transportation, one gallon of diesel emits 10,180 grams or 22 pounds of CO₂ when combusted. 7,700 gallons of diesel were consumed at the Washburn Garage in 2022; 40% of this will be displaced with CNG, removing 10 tons of carbon. Bayfield County's five-year plan is to reduce diesel consumption by 100% at the Washburn Garage; a reduction of 23 tons. This benefit can be amplified by making local CNG fueling available to other regional entities and uses. This fueling station will have the capacity to fill 15 large trucks each day, tripling the county's emission reductions in the years ahead to 69 tons of carbon annually.

Increased Resilience: A key value proposition of microgrids is resilience, and indirectly, enhanced resiliency and energy security reduces risk and attracts more and lower-cost capital and economic development overall. Improved resilience at town and county facilities can also provide a warming or cooling center for nearby residents, offering health benefits.

Improved energy democracy: Our program's engagement approach is designed to address the energy democracy barrier by sharing information about how and why microgrids and vehicle electrification are beneficial. This will explore both the resilience and economic savings factor of these systems. New residential development and industry may be attracted to the region because of the increased energy security and environmental stewardship shown. This project will complement the County's Carbon Offset Reserve program through a direct reduction in vehicle emissions, the county's largest carbon contributor. Microgrid installations contribute to energy sovereignty for Red Cliff and other community stakeholders. This project differentiates

community engagement approaches to account for the insights of stakeholders who can inform what it takes to increase parity in clean energy technology access and adoption. Input from community members, for example, can inform microgrid siting and use cases that will optimize this technology for those who historically have not had access.

Assessment of Project Negative Impacts: The project team does not expect significant negative impacts from this project. In the community and labor engagement efforts, negative impacts will be explored and solutions co-created. Possible negative impacts include:

- New mechanical processes and procedures will be adopted with the use of natural gas as a fuel source. At the outset delays are expected as familiarization is underway.
- EV range is dependent upon multiple factors including temperature and load. Initially, challenges are anticipated in adjusting operational patterns to these limitations.
- Decommissioning end-of-life solar and electronic equipment can be challenging. Input from leading solar and e-waste recycling organizations and Community Advisory Boards will determine an environmentally responsible and sustainable decommissioning process.
- Infrastructure siting could cause community discord. Input from community engagement activities and Community Advisory Boards will inform infrastructure siting decisions.

Implementation Plan, Milestones, and Timeline: In Phase 1, a risk management plan will be developed, safety, permitting and security will be planned, and extensive community engagement activities will occur. Community agreements are envisioned to include specification of expected benefits and possible negative impacts, as well as mechanisms for managing those. In Phase 2, the risk management plan will be updated, community and/or labor agreements will be finalized, safety, permitting, and security plans and measures will be refined and finalized, and estimation of lifecycle emissions results will be conducted, along with ongoing community engagement. In Phase 4 risk, engagement, impact measurement and reporting will continue culminating in a community impact report.

Addressing Barriers: A barrier to achieving these results is the possibility that benefits do not flow to intended beneficiaries. To ensure the greatest energy burden reduction and resiliency enhancement benefits flow to disadvantaged communities, the program team will approach microgrid installations by performing a detailed examination of connection to ensure that community buildings/hubs are connected and positioned to directly benefit disadvantaged communities. Additional barriers include securing spatial resources for ground-based and rooftop arrays, land clearing considerations, and engineering costs. Barriers related to securing space and land will be largely addressed by early and ongoing community engagement where community members are meaningfully involved in siting. This approach will prevent backlash and plan changes with extreme time constraints, as well as engineering and planning costs associated with rework. The community engagement strategy will define the specific method or platform for transparently sharing this information with the public.

Resource Summary: Most of these benefits will be inherently realized when the projects are implemented. Many of these items will be facilitated to a high degree by the anticipated Clean Energy Specialist roles, which will be incorporated into the Red Cliff Environmental Department and the Bayfield County Staff.