Phase 1 Project Management Plan

State of Wisconsin
Solar, Battery, Microgrid for Bayfield County, Wisconsin; Red Cliff Band of Lake Superior Chippewa Indians
Energy Improvements in Rural and Remote Areas
Award# DE-CD0000067

A. Objectives

Award objectives are:

1. Microgrid. Install 27 microgrids in 14 Wisconsin communities, including the Red Cliff Band of Lake Superior Chippewa Indian territory, consisting of solar photovoltaic (PV) arrays and battery energy storage systems (BESS).
2. EV chargers. Install Level-2 EV chargers in 17 of the 27 microgrid sites. Install Level-3 EV chargers at 3 public sites. The Electric Vehicle Supply Equipment (EVSE) will be separated into Fleet and Public vehicles.
3. Community Benefits. For rural Wisconsin communities, reduce energy burden, reduce reliance on fossil fuels, enhance energy resiliency, and generate clean energy jobs.

Phase 1 identifies, minimizes, or mitigates project business risks. It may also include the start of long lead-time activities that OCED and the recipient judge to be worth starting early. The phase 1 plan includes:

- Making substantial progress on any necessary business agreements,
- Initiate community and labor benefits engagement activities, such as (i) convening community advisory bodies and establishing relationships with the Red Cliff Band of Lake Superior Chippewa; (ii) holding public meetings, conducting a community survey(s), and utilizing community feedback; and (iii) advancing partnerships to meet workforce training, DEIA, and quality job goals,
- Making substantial progress on obtaining land rights,
- Start permitting and interconnection activities, as applicable,
- Compiling information needed for OCED's National Environmental Policy Act (NEPA) review,
- Initiate and complete feasibility studies for all projected siting areas,
- Provide, 30%, 60%, & 90%, preliminary designs and begin sizing for all systems,

B. Project Description

The Resilience and Prosperity in Rural Northern Wisconsin Program will deliver reliable green energy to 28 remote and rural communities within Bayfield County, Wisconsin, and the Red Cliff Band of Lake Superior Chippewa Indians. The Program, led by the Wisconsin Office of Sustainability and Clean Energy (OSCE), proposes to implement 27 innovative microgrid systems comprising of solar PV arrays, lithium battery storage systems (BESS) and electric vehicle supply equipment (EVSE). Each microgrid will file a utility interconnection agreement with the local utility distribution provider.

The 27 microgrids can collectively store more than 2.6 megawatt hours (MWh) of electricity. The EVSEs will be classified into two categories: Fleet and Public. The proposed Level-2 EV charging stations will be Single Phase 240 Volt systems with capacities of 40A/7.2kW to 80A/19.2kW. The proposed Level-3 EV charging stations will be Three Phase 480 Volt systems with capacities of 150kW for each plug.

C. Execution Plan

Phase 1 project development activities will be conducted by the people in the table below.

Name, Organization, Title	Project Title	Project Responsibilities
Maria Redmond; Wisconsin Office of Sustainability and Clean Energy; Director	Business Lead	Will collect data, monitor progress, manage reporting, be a central point for financial management and analysis of data, and liaise with the DOE for the program.
Amy Simpkins; muGrid Analytics; CEO	Lead Program Manager	muGrid is the Lead Project Manager and the system architect for the microgrid projects, incorporating the appropriate controls, software, and data collection to allow for ongoing techno-economic analysis, sustainability projection, and other key data to be mined from this demonstration. muGrid will perform site-specific design and management.
Dr. Travis Simpkins; muGrid Analytics; CTO	Technical Principal	muGrid is the Lead Project Manager and the system architect for the microgrid projects, incorporating the appropriate controls, software, and data collection to allow for ongoing techno-economic analysis, sustainability projection, and other key data to be mined from this demonstration. muGrid will perform site-specific design and management.
Mark Abeles-Allison; Bayfield County; County Administrator	Demonstration Site Project Manager	Bayfield County will host microgrids and liaise between the program and the towns that fall within its borders for town-level projects.

Name, Organization, Title	Project Title	Project Responsibilities
Linda Nguyen; Red Cliff Band of Lake Superior Chippewa; Environmental Director	Demonstration Site Project Manager	Federally recognized tribe governed by an elected board of nine-members. The Red Cliff Band is the largest employer in Bayfield County and has two of the largest microgrid projects in this demonstration. Will contribute to project cost-share implementation, environmental review, administrative oversight, and policy/regulatory standards.
Alexander Wuethrich	Red Cliff Band of Lake Superior Chippewa; Energy Specialist/Site Lead	Will provide technical oversight on two tribal project sites, will coordinate internal government and community engagement, labor and workforce development.
William Bailey; Cheq Bay Renewables; President	Project Manager/Community Support	Initiate projects, develop resources, and educate to make renewable energy more accessible to local communities. Cheq Bay will be providing support to the sites and the program on a pro bono basis as a cost-sharing partner.
Beth Haskovec; Office of Rural Prosperity, Wisconsin Economic Development Corporation; Director, Office of Rural Prosperity	State-Level Community Support	Will lead community outreach efforts utilizing the Bayfield County and Red Cliff Band projects as a demonstration project to create a pipeline of similar projects across rural Wisconsin and with Tribal Nations.
Laura Helmke-Long; Slipstream, Inc.; Policy Analyst	Project Execution Verification Lead	Will provide technical assistance with community engagement efforts and microgrid design. Slipstream will also work directly with ORP to evaluate the projects and how the lessons learned can inform a future statewide clean energy pipeline.

Note: Those highlighted in yellow are the main points of contact for the project.
The State of Wisconsin and Wisconsin Office of Sustainability and Clean Energy's main point of contact for OCED will be Maria Redmond.

The target date for completion of Phase 1 tasks is [12 months] after the start date noted on the Assistance Agreement.

D. Tasks to be Performed in Phase 1

All references to days in this PMP are calendar days.

Changes to the Phase 1 PMP must be shared with OCED.

Task 1.0: Management
Plan, obtain, organize, coordinate, and manage the resources required to achieve the Award Objectives for all Phase 1 tasks within the agreed-upon budget and delivery dates.

> **Milestone 1.0(a): Initiate** Performance Monitoring and Reporting per Federal Assistance Reporting Checklist (FARC) throughout Phase 1.

Subtask 1.1: Phase 1 Schedule
Develop an integrated schedule to track Phase 1 tasks, milestones, and expected completion dates. An update of the project task list with clarification of tasks and milestones, target dates, and allocated budgets identified is to be included with this milestone.

Milestone 1.1(a): Submit a Phase 1 schedule with updated task table no later than [14 days] after Award Start.

Subtask 1.2: Phase 2 through 4 Summary Schedule
Develop an integrated schedule showing all Phase 2 tasks with durations, dependencies, and critical paths. The Phase 2 schedule should reflect detailed timeframes. The schedule portions for Phases 3 and 4 should summarize key tasks, milestones, and durations.

> **Milestone 1.2(a)**: Submit an Integrated Project Schedule at least [30 days] before P1CT.

Subtask 1.3: Work Breakdown Structure
Develop the Project Work Breakdown Structure (WBS) and dictionary. The WBS Level 1 is the Project, the Level 2 is the Sub-Project. It is anticipated that the Phase 1 portion of the WBS structure will align with this set of tasks and have a budget allocated at the Task level, as a minimum. The Project WBS should encompass all planned scope and account for all estimated budgets.

> **Milestone 1.3(a)**: Submit a Phase 1 Work Breakdown Structure no later than [14 days] after Award Start.

> **Milestone 1.3(b)**: Submit a Project Work Breakdown Structure for all remaining phases at least [30 days] before P1CT.

Subtask 1.4: Total Project Cost Estimate (TPC) and Phase Budget
Update the total project cost estimate for Phases 2, 3, and 4 by major scope item and WBS category. The Phase 2 portion should be Association for the Advancement of Cost Engineering (AACE) Class 2 or better. Phases 3-4 should be AACE Class 3 or better. Cost estimates should be segregated by month for Phase 2 and support the integrated schedule. The updated TPC will inform the anticipated funds profile and the WBS budget allocations. Refer to AACE 18R-97, Cost Estimate Classification System, and GAO-20-195G for explanations of cost class estimates.

> **Milestone 1.4 (a)**: Submit an Updated Total Project Cost Estimate at least [45 days] before P1CT.

Subtask 1.5: Phase 1 Project Performance
Assess Phase 1 cumulative project performance. Analyze schedule performance,

comparing progress to planned milestones. Analyze cost performance by comparing actual costs to the planned budget completed. Identify lessons learned, including causes and corrective actions for variances that impact Phase deliverables, completion dates, and budget.

> **Milestone 1.5(a)**: Submit a Phase Performance Report at least [14 days] before P1CT.

Subtask 1.6: Project Management Planning
Develop a Project Management Plan for Phases 2 and 3 (Design and Construction) emphasizing the Phase 2 activities.

> **Milestone 1.6(a)**: Submit a Project Management Plan for Phases 2 and 3 (Design and Construction) at least [45 days] before P1CT.

Subtask 1.7: Risk Management
Describe risks that may preclude the Project Vision and Objectives from being achieved, such as significant risks affecting the project not reaching the start of construction or design completion. Qualitatively assess each risk. Generate a Risk Management Plan (RMP) and include it in PMP or as a standalone plan. Complete a draft Project Risk Register early in Phase 1.

> **Milestone 1.7(a)**: Submit Risk Management Plan and Project Risk Register for risk of not reaching the start of construction no later than [45 days] after Award Start.

> **Milestone 1.7(b)**: Submit Risk Management Plan and Project Risk Register for risk of the project starting construction but not reaching commercial operations at least [30 days] before P1CT.

Subtask 1.8: Quality Assurance
Implement methods in accordance with an appropriate national consensus standard (e.g., ISO 9001) to ensure appropriate quality of hardware, subcontracts, business systems, documents, records, training certifications, and other items. Explain plans for self-assessments and corrective action tracking.

> **Milestone 1.8(a)**: Submit a Quality Assurance Plan at least [30 days] before P1CT.

Subtask 1.9: Project Controls
Describe and implement methods to plan, monitor, control, and forecast the project accomplishments, schedule, and cost. Consider project control systems, interactions, and limitations.

> **Milestone 1.9(a)**: Submit a Project Control Plan no later than [45 days] after Award Start.

Task 2.0: Business Plan
The Business Plan documents the plan, implementation, and modeling of the project's commercial relationships and financial performance commercial.

> **Milestone 2.0**: Submit a completed Business Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 2.1: Governance
Identify the parties, including corporate entities, investors, partners, foundations, and non-government organizations, that will work together to manage and share costs, liabilities, work, and other matters of importance to the project during development, construction, and operation. Identify the formal or planned relationships between the parties.

> **Milestone 2.1(a)**: Submit the governance section of the Business Plan at least [60 days] before P1CT.

Subtask 2.2: Community Ownership
Identify any equity interest that communities or non-traditional stakeholders will have in the Project.

> **Milestone 2.2(a)**: Submit the community ownership section of the Business Plan at least [60 days] before P1CT.

Subtask 2.3: Financial Model
Develop techno-economic analyses and a financial model showing the expected annual cash flows to and from the project for the first 20 years of commercial operation. The model will calculate net present values and returns for key participants, including the developer and investors. Use the most current cost estimates for construction, operations, feedstocks, taxes, financing, and other inputs affecting the project's economics, including end-of-project-life decommissioning liability, residual value, workforce development programs, and community benefits activities.

> **Milestone 2.3(a)**: Submit spreadsheets for the financial model and any supporting techno-economic analyses at least [90 days] before P1CT.

Subtask 2.4: Finance Planning
Identify the expected amounts, types, rates, and potential financing suppliers that the developer/owner will use to construct the project.

> **Milestone 2.4(a)**: Submit the financing section of the Business Plan at least [60 days] before P1CT.

Subtask 2.5: Feedstock Agreements
Execute memoranda of understanding, or equivalent, for the supply of necessary feedstocks (e.g., natural gas, electricity, water). If the agreement does not include a contract price for the full project duration, provide a market assessment justifying the assumed prices used in the financial model.

> **Milestone 2.5(a)**: Submit signed agreements and market assessment at least [60 days] before P1CT.

Subtask 2.6: Offtake Agreements
Execute memoranda of understanding, or equivalent, to purchase the project's output (e.g., electrical energy, ancillary services). If the agreement does not include a contract

price for the full project duration, provide a market assessment justifying the assumed prices used in the financial model.

Milestone 2.6(a): Submit signed agreements or market assessments at least [60 days] before P1CT.

Subtask 2.7: Market Assessment
Estimate market demand for the project's use cases.

Milestone 2.7(a): Submit the market assessment section of the Business Plan at least [60 days] before P1CT.

Subtask 2.8: Intellectual Property
Identify the intellectual property to be incorporated into the project, the owner of the property, and plans to protect or obtain rights to use the property.

Milestone 2.8(a): Submit the intellectual property section of the Business Plan at least [60 days] before P1CT.

Subtask 2.9: Public Awareness
To raise awareness and interest in similar projects, inform local communities and decision-makers, such as community-based organizations or other relevant groups, of the project's scope, benefits, impacts, and funding support. In planning and reviewing such awareness efforts, include lessons learned from any previous efforts on this or related subtasks.

Milestone 2.9(a): Provide lessons learned from public awareness efforts in the Performance Reporting Narrative (PRN), including plans, materials, or copy used in presentations. See the approved FARC for submission dates.

Subtask 2.10: Inventory of all uses of the new microgrid projects
Identify and inventory all the uses the new microgrid projects will serve.

Milestone 2.10(a) Submit a memo summarizing Subtask 2.10 at least 45 days before P1CT.

Task 3.0: Site Evaluation
Perform land and property studies and assessments to identify all ownership or rights needed to secure primary and alternative site location(s) or Rights of Way.

Milestone 3.0: Submit a completed Site Evaluation Report that includes all sections listed below at least [30 days] before P1CT.

Subtask 3.1: Site Study
Identify preferred sites and backup sites. Assess advantages, disadvantages, current ownership, expected cost, potential environmental impacts, and communities or tribes that might be impacted.

Milestone 3.1(a): Submit site study no later than [90 days] after the Award Start.

Subtask 3.2: Interconnection Rights
Identify options for rights of way or other land rights that could be required for interconnection. For identified options, assess advantages, disadvantages, current ownership, expected cost, and communities or tribes that might be impacted.

Milestone 3.2(a): Submit land rights assessment no later than [120 days] after the Award Start.

Subtask 3.3: Site Control
Demonstrate control of the site to be used to construct the project and any interconnection.

Milestone 3.3(a): Submit deed or other agreement showing land rights under control by the Recipient no later than [120 days] after the Award Start.

Task 4.0: Interconnection
Plan, analyze, manage, and coordinate all activities necessary for the project for design, engineering, and installation of the utility interconnection interfaces and any required and/or proposed interconnection tie-lines.

Milestone 4.0: Submit a completed Interconnection Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 4.1: Interconnection Planning
Identify points where the project(s) could interconnect to existing electric, gas, water, or other infrastructure. Describe required studies, approval processes, controlling authority, expected schedule, and expected cost. Include the production of a one-line diagram illustrating interconnections and power flows.

Milestone 4.1(a): Submit the technical interface section of the Interconnection Plan no later than [60 days] after the Award Start.

Subtask 4.2: Interconnection Studies
Work with interconnection authorities to complete feasibility studies assessing the impacts of the proposed interconnection, identify potential current and future upgrades, and complete the ISO studies and plans related to this project/site.

Milestone 4.2(a): Complete the interconnection studies section of the Interconnection plan, including ISO studies and reports, at least [45 days] before P1CT.

Task 5.0: Permits
Identify, plan, and manage all necessary activities required to obtain local, regional, state, tribal, and federal permits, regulations, and authorizations.

Milestone 5.0: Submit a completed Permit Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 5.1: Permit List

Identify all state, local, tribal, and federal approvals, permits, and authorizations required to construct and operate the planned facilities. For each, identify the issuing agencies, controlling law, and expected time to achieve approvals.

Milestone 5.1(a): Submit the initial permit list no later than [90 days] after Award Start.

Subtask 5.2: Permitting Engagement
For all identified permits, identify any requirements for public engagement and develop an engagement plan that includes a schedule and strategies for including local historically underrepresented groups, disadvantaged communities, and frontline communities.

Milestone 5.2(a): Submit the permitting requirements section of the Permit Plan at least [45 days] before P1CT.

Task 6.0 Environmental
Plan, organize, and manage all data, documentation, and reports necessary for OCED to complete National Environmental Policy Act (NEPA) actions.

Milestone 6.0: In coordination with OCED, submit a completed construction NEPA Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 6.1: Phase 2 NEPA
Characterize the activities to be conducted during Phase 2.

Milestone 6.1(a): Submit NEPA forms for Phase 2 activities at least [45 days] before P1CT.

Subtask 6.2: Environmental Information Volume
Following OCED guidance on Environmental Information Volumes (EIV), prepare an EIV for Phases 3 and 4. The EIV should include descriptions of the project and its potential impacts. OCED may notify the recipient that an Environmental Considerations Summary (ECS) should be prepared instead of an EIV.

Milestone 6.2(a): Submit EIV (or ECS, if applicable) at least [45 days] before P1CT.

Task 7.0: Engineering
Complete preliminary design.

Milestone 7(a): All subtask milestones have been accepted by OCED.

Subtask 7.1: Preliminary Design documents
Develop performance requirements, specifications, and drawings for the project facilities to a 30% completion level. Describe how the preliminary design will achieve the technical, functional, and performance requirements.

Milestone 7.1(a): Submit requirements and specifications. Target date: [90 days] after Award Start.

Milestone 7.1(b): Submit 30% design documents. Target date: [60 days] after Award Start.

Subtask 7.2: Technical Readiness

Assess the technical readiness level (TRL) of key (critical) project components where critical is defined as any technology or component required to meet system operational threshold requirements in development, production, or operation, and if it or its application is either new or novel (including being used in a new environment), then that technology is considered "critical."

Milestone 7.2(a): Submit draft technical readiness section of the preliminary Design Report at least [45 days] before P1CT.

Subtask 7.3: Emissions

Estimate avoided emissions (i.e., greenhouse gases and criteria air pollutants) resulting from the operation of the planned facilities, based on carbon intensity of current consumed electricity as the baseline.

Milestone 7.3(a): Submit a written report detailing any potential-emissions sources of greenhouse gasses and criteria air pollutants from the operating project, and the baseline emissions from current consumed electricity. Target date: [45 days] before P1CT.

Subtask 7.4: Codes

Determine what codes and standards the developer will use to design, construct, and operate the project.

Milestone 7.4(a): Submit a code of record in the preliminary Design Report at least [45 days] before P1CT.

Task 8.0: Community Benefits

Plan, manage, report, and implement all necessary activities to support a robust community benefits program.

Milestone 8(a): Submit a Community Benefits Summary Report at least [30 days] before P1CT. Unless otherwise stated, the Community Benefits Summary Report should reflect actions in all subtasks listed below and include descriptions of completed and in-progress actions, outcomes of these actions, metrics to measure outcomes, alignment of outcomes with Phase 1 milestones, and differences between actual versus anticipated actions and outcomes.

Subtask 8.1: Community and Labor Engagement

Begin engagement activities described below to achieve targeted outcomes (including gathering community input for infrastructure siting decisions, collecting input on Justice40 plans and assessments, community-engaged project development, reporting, pursuing negotiated agreements, and technical assistance).

Already-identified key stakeholders include the six directly impacted town governments, one village, one Tribe (Red Cliff), two Sanitary Districts (Grandview and Drummond), and five additional communities where Bayfield County's highway garage microgrid installations will be located, as well as the remaining local units of government in

Bayfield County; county residents; Red Cliff's Tribal Transportation Facility and Community Health Center; the Bayfield County Highway Department.

As outlined in the application, Phase 1 community and labor engagement activities include, but are not limited to, the following:

- Support 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 Wisconsin to implement clean energy projects.
- Public Meetings and Presentations – Hold a series of public meetings and presentations to introduce the local community to renewable energy projects through informational presentations, Q&A, and feedback sessions where community members can provide local insights, priorities, concerns, and requirements.
- 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 program's potential impacts.
- 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.
- Outreach - 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 digital or local media outreach forms.
- 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.
- Continuous Feedback –Provide ongoing opportunities for community feedback and engagement via public hearings, a dedicated email address, a 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.

  Milestone 8.1(a): Include a discussion of progress made with respect to the engagement strategy (e.g., events held, outcomes, description of how community concerns were addressed) in the Community Benefits Summary

Report.

Milestone 8.1(b): Provide an updated community and labor engagement strategy for Phase 2.

Subtask 8.2: Tribal Engagement
Describe the plan to ensure that any affected tribes expressing interest in engagement are engaged during Phase 1.

Milestone 8.2(a): Include in the Community Benefits Summary Report progress against the engagement strategy before end of the Phase 1, including summaries of any correspondence and/or meeting notes from tribal engagement activities.

Subtask 8.3: Community Advisory Mechanisms
Establish and begin operating new Community Advisory Boards (CABs) or committees. Begin work with any existing Red Cliff Band of Lake Superior Chippewa Community Advisory Council.

Milestone 8.3(a): Provide supporting documentation of progress towards operationalizing new or utilizing existing CABs, including documented bylaws/charter, documentation of financial support for community advisory activities, member list, documentation of recruitment strategy, and summaries evidencing advisory body activities and outcomes (e.g., meeting minutes and attendance, summaries of CAB input on infrastructure siting and DEIA approaches and plans, descriptions of how input was put into action), and describe current and planned engagement with existing advisory bodies in the Community Benefits Summary Report.

Subtask 8.4: Equitable Impacts
Identified project benefits include:

1) Decreased energy burden for disadvantaged communities and other impacted communities, supported by renewable energy optimization, greater resilience, and decreased energy cost spikes.
2) Reduced environmental pollutant (including carbon monoxide, nitrogen oxides, and particulate matter) exposure for disadvantaged communities and other impacted communities through increased renewable energy and decreased fossil fuel use in commercial and residential buildings. 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.
3) Increased resilience, and indirectly, more and lower-cost capital and economic development, attracted by enhanced resiliency and reduced energy risk. Increased resilience could support local resiliency centers.
4) Improved energy democracy by supporting community engagement approaches that 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 to

optimize this technology for those who historically have not had access.

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 to the greatest extent possible community buildings/hubs are connected and positioned to directly benefit disadvantaged communities.

Potential project negative impacts and mitigation strategies include:

1) Impacts from decommissioning end-of-life solar and electronic equipment. Input from leading solar and e-waste recycling organizations and Community Advisory Boards will determine an environmentally responsible and sustainable decommissioning process.
2) Community discord caused by infrastructure siting. Input from community engagement activities and Community Advisory Boards will inform infrastructure siting decisions.

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.

Milestone 8.4(a): Provide in the Community Benefits Summary Report an updated assessment of project impacts, magnitude of impacts, and where impacts will flow (including percent flowing to disadvantaged communities), and for each impact develop strategies to maximize benefits, including improved energy resiliency, decreased energy burden, reduced pollutant exposure, increased energy democracy, and increased access to clean energy job and training opportunities, and minimize negative impacts, including solar decommissioning and e-waste recycling.

Subtask 8.5: Partnerships

Develop or codify community partnerships with Wisconsin Housing and Economic Development Authority, Northland College, Northwood Technical School, LCO Ojibwe College, Northern Wisconsin Building and Construction Trades Council, Wisconsin Rural Partners, Wisconsin Clean Cities, Wisconsin Professional Police Association, Bad River Band of Lake Superior Tribe of Chippewa Indians, Bayfield Electric Cooperative, Lac Courte Oreilles Ojibwe University, Teamsters General Local Union No.346, University of Wisconsin, local government, and any other potential partner organizations. Begin activities to advance partnership goals and outcomes, including those related to diversity, equity, inclusion, and accessibility (DEIA), with already codified partners, including partnerships described in Subtask 8.6 and with:

1) The Red Cliff Band of Lake Superior Chippewa, which will support workforce development, help elevate underrepresented ideas, approaches, and perspectives, and support equal access to careers for underrepresented workers.
2) Bayfield County and the Bayfield County Executive and Personnel Committees.

3) muGrid Analytics, which has committed to prioritizing recruitment practices that benefit underrepresented workers.

4) Slipstream, Inc. utilizes a tool to analyze representation of underrepresented groups within contracts, purchasing, and funding distribution.

Begin activities to conduct DEIA analyses and develop or achieve DEIA goals and metrics (i.e., related to recruitment, training, retention, and promotion policies). Phase 1 DEIA activities include working with CABs to develop DEIA goals, metrics, and priorities; engaging communities to co-create a system for DEIA transparency; proactively encouraging bids from businesses majority owned or controlled by underrepresented persons or groups of underrepresented persons or organizations with a mission to support greater equity and inclusion when hiring and procuring services to support the projects; and when hiring needs arise, inclusively recruiting employees with lived experiences from underrepresented groups and in disadvantaged communities, local communities, and low-income communities.

Milestone 8.5(a): Provide summaries of MOUs, contracts, or other documentation for any partnerships indicating the status and type of agreement in the Community Benefits Summary Report.

Milestone 8.5(b): Provide a summary of any DEIA analyses and/or the development or achievement of DEIA goals and metrics, including goals and metrics related to engagement, workforce development, recruitment, hiring, and procurement, in the Community Benefits Summary Report.

Subtask 8.6: Workforce Development, Job Quality, and Continuity – Construction and Operations

Outline any relevant plans to ensure that project construction and operations jobs are of sufficient quality to attract and retain a skilled workforce to accomplish project objectives in Phases 3-4, including commitments to living wages, plans for registered apprenticeships or on-the-job training, and criteria for selecting vendors. Describe anticipated job creation and any training funded or incentivized by the project, as well as how any training or upskilling creates high-road career pathways (i.e., training is carried out on the job or directly linked to Registered Apprenticeship programs or career opportunities), including training opportunities and apprenticeships at Northland College, Northwood Technical School, and LCO Ojibwe College. Describe any activities needed or commitments made to ensure a workplace free from harassment and discrimination, including employees' right to organize and bargain collectively through a representative of their choosing. Note any interdependencies to Tasks 10 and 11. Describe workforce commitments to ensure job quality that have not been elaborated elsewhere, including above-average wages and benefits (e.g., healthcare, retirement contributions, paid time off, per-diem for work travel, contributions for eldercare and childcare), continuing education, workplace health, and safety plans or training).

Describe tasks to work towards those commitments, including engagement with labor unions (may reference Subtask 8.1).

Milestone 8.6(a): Provide final or updated workforce development and staffing plans in the Community Benefits Summary Report, including any measures adopted in contracting or hiring to ensure job quality.

Subtask 8.7: Equitable Pathways to Employment

Begin activities related to increasing pathways to employment for underrepresented workers, including providing support services connected to career training pathways (e.g., apprenticeship readiness and Registered Apprenticeship programs and flexible work schedules). Activities include but are not limited to:

1) Efforts described in Subtask 8.5 to proactively encourage bids from businesses majority owned or controlled by underrepresented persons or groups of underrepresented persons or organizations with a mission to support greater equity and inclusion when hiring and procuring services and inclusively recruiting employees with lived experiences in disadvantaged communities, local communities, and low-income communities.
2) Prioritize recruitment of local contractors to build or expand registered apprenticeship pathways into employment with intentional emphasis on providing information, training, and skilled jobs for tribal members and people in other underrepresented groups and disadvantaged communities.
3) Supporting the Red Cliff Education Department and Library's tribal-sponsored scholarships to tribal members to help build skills and experience.

   Supporting efforts at the Lac Courte Oreilles Ojibwe University Outreach at Red Cliff to provide community members with post-secondary and continuing education opportunities while advancing the language, culture, and history of Ojibwe.

   Milestone 8.7(a): Include progress toward increasing pathways for underrepresented workers in the Community Benefits Summary Report. Where appropriate, provide final or updated quantitative workforce commitments in the Community Benefits Summary Report.

Subtask 8.8: Workforce and Community Agreements

Evaluate plans to negotiate or describe existing, formal workforce and labor agreements for both construction and operations activities (e.g., community benefits agreements, community workforce agreements, collective bargaining agreements, project stabilization agreements) and formal agreements with impacted communities (e.g., community benefits agreements). Identify relevant workforce and labor partners and/or community representatives who are or will be party to the agreement(s), including representatives from local disadvantaged or historically underrepresented communities. If there are no plans to negotiate community agreements, justify this decision, including a description of other mechanisms for engaging with impacted communities.

Milestone 8.8(a): Include in the Community Benefits Summary Report supporting documentation related to agreements.

Subtask 8.9: Public Data Reporting

Describe plans to create easily accessible and publicly available data platforms to regularly share project data and information (e.g., project description, status updates, engagement opportunities, progress against Community Benefits commitments, environmental and safety data) for each project site.

Milestone 8.9(a): Include plans for public data reporting in the Community Benefits Summary Report.

Task 9.0: Procurement Plan

Plan, manage, and implement all necessary activities to support the procurement process.

Milestone 9.0(a): Submit a completed Procurement Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 9.1: Major Procurements

Identify all high-cost, long lead, or critical equipment that will need to be procured as part of the project. For each item, determine key specifications, potential suppliers, estimated cost and uncertainty, lead time, and important risks, along with possible mitigation measures.

Milestone 9.1(a): Submit a major procurement section of the Procurement Plan at least [45 days] before P1CT.

Subtask 9.2: Build America Analysis

Evaluate the applicability of the Build America, Buy America Act and how the Recipient will comply with the requirements, or seek a waiver, or assert that it is not subject to the requirements of the Build America, Buy America Act for purposes of this Award. Evaluate expected sources for steel, iron, manufactured components, and construction materials, as the Build America, Buy America Act defines these items.

Milestone 9.2(a): Submit the Build America analysis section of the Procurement Plan at least [45 days] before P1CT.

Subtask 9.3: Procurement Compliance

Ensure procurements comply with 2 CFR 200.317 through 200.327.

Milestone 9.3(a): Submit a written explanation or proof of compliance—target date [45 days] before P1CT.

Task 10.0: High-Level Construction Planning

Perform all analysis, coordination, and evaluations necessary to support pre-construction planning. Note interdependencies with Task 8.

Milestone 10.0(a): Submit a completed Construction Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 10.1: Construction Strategy

Develop initial contracting strategies for the construction of the project's facilities, addressing a number of major contractors, interfaces, and pricing structures. As applicable, estimate times for different procurement, construction, and commissioning phases. Note interdependencies with Task 8.

Milestone 10.1(a): Submit the construction strategy section of the Construction Plan at least [90 days] before P1CT.

Subtask 10.2: Construction Workforce

Describe the number of employees and contractors by skill set required for project construction. Develop a plan, with a timeline, for hiring and training that is consistent with Task 8, including any plans for negotiated workforce agreements and targets for DEIA, local hiring, and skilled workforce development.

Milestone 10.2(a): Submit a written discussion on the construction workforce. Target date: [45 days] before P1CT late in Phase 1. Note interdependencies with Task 8.

Subtask 10.3: Constructability

Perform an initial constructability review and assessment of the magnitude of project reliance on non-standard and unproven techniques. Consider input from people experienced in constructing similar facilities. Update the risk register as appropriate.

Milestone 10.3(a): Submit the constructability section of the Construction Plan at least [45 days] before P1CT.

Subtask 10.4: Construction Cost

Estimate the cost, including final engineering, procurement, and construction, to build and commission all facilities with the same accuracy of the total project cost estimates.

Milestone 10.4(a): Submit the construction cost section of the Construction Plan at least [45 days] before P1CT late in Phase 1.

Subtask 10.5: Contingency Statement

Assess the levels of uncertainty and identify the contingency included in the project cost estimate and events that would and would not be covered by that contingency.

Milestone 10.5(a): Submit updated Total Project Cost estimate to include construction contingency statement at least [45 days] before P1CT.

Subtask 10.6: Construction Safety

Identify safety responsibilities, programs, inspection requirements, and assurance programs to be used during construction.

Milestone 10.6(a): Submit the construction safety section of the construction safety section of Construction Plan at least [45 days] before P1CT.

Milestone 10.6(b): Negotiate installation code requirements with Red Cliff at least [45 days] before P1CT.

Task 11.0 Operations Planning

Perform initial analysis, coordination, and evaluations necessary to support pre-operation planning.

Milestone 11.0(a): Submit a completed Preliminary Operations Plan that includes all sections listed below at least [30 days] before P1CT.

Subtask 11.1: Operations Strategy

Identify the main tasks for operating the project and the parties that will be responsible for these tasks. Consider central maintenance strategies and schedules, and local control capabilities, schedules, and bids to the regional transmission operator (if applicable), commercial responsibilities, permit compliance, financial reporting, operation and maintenance strategies and schedules, plus statistical (quality) process control, and system reliability and maintainability during operations. Note interdependencies with Task 8.

Milestone 11.1(a): Submit a written discussion of plans for operating the project. Target date: [90 days] before P1CT. Note interdependencies with Task 8.

Subtask 11.2: Operations Staffing

Describe the estimated number of employees or contractors required for project operations by skill set. Develop a timeline and plan for hiring and training consistent with Community Benefits commitments, including any plans for negotiated workforce agreements and targets for DEIA, local hiring, and workforce development. Note interdependencies with Task 8.

Milestone 11.2(a): Submit a written discussion of plans for staffing operations. Target date: [45 days] before P1CT. Note interdependencies with Task 8.

Subtask 11.3: Data Sharing

Identify data from the operating project to be collected and shared with OCED. Develop a plan for collecting, storing, reporting, and sharing this data. This effort will be coordinated with other data needs for the project as identified.

Milestone 11.3(a): Submit data plan summarizing Subtask 11.3 at least [45 days] before P1CT.

Subtask 11.4: Cyber Security

Identify sensitive digital systems and methods for preventing unauthorized entities from gaining access or affecting system operation.

Milestone 11.4(a): Submit the Phase 2 Cyber Security Plan at least [45 days] before P1CT.

Subtask 11.5: Facility and Physical Security

Identify sensitive physical facilities and methods to prevent unauthorized access. Address construction and operation.

Milestone 11.5(a): Submit the Operations Plan's facility and physical security section at least [45 days] before P1CT.

Subtask 11.6: Operations Safety

Consider strategies and tactics to ensure the safety and health of operations personnel, visitors, and the public during facility operations.

Milestone 11.6(a): Submit the operations safety section of the Operations Plan at least [45 days] before P1CT.

Subtask 11.7: Startup

Develop plans for worker training, procedure validation, testing, and commissioning of key project components and systems.

Milestone 11.7(a): Submit the startup section of the Operations Plan at least [45 days] before P1CT.

Subtask 11.8: Decommissioning

Develop a high-level strategy for removing facilities and restoring site(s) at the end of the project's useful life. The Decommissioning Plan should describe useful life, level of removal restoration proposed, methods, cost, and funding mechanism.

Milestone 11.8(a): Submit the decommissioning section of the Operations Plan at least [45 days] before P1CT.