

Equitable Business Planning Compliance Filing

Attachment B – Templates



Please note the Community Engagement Scoring Matrix is illustrative in nature and still in development.

However, the *intent* is to take subjectivity out of the determination of level of engagement. This matrix will be completed in consultation with Community Outreach and Engagement personnel.

It is anticipated this form will be completed in 2025 (to be determined).

Community Engagement Scoring Template

A customer and community engagement template is a valuable tool for fostering positive relationships, enhancing communication, and achieving successful outcomes in community and customer interactions. The following benefits would also apply:

- **Consistency:** It ensures that all engagement activities are conducted in a consistent manner, reflecting the company’s values and standards across different projects and teams.
- **Efficiency:** By providing a structured approach, it saves time and resources. Teams do not have to start from nothing for each new project, allowing them to focus on the unique aspects of each engagement.
- **Clarity:** It offers clear guidelines and expectations for both the company and the community, reducing misunderstandings and ensuring that everyone is on the same page.
- **Accountability:** This template helps guide and document the level of engagement activities, making it easier to measure success and identify areas for improvement.
- **Inclusivity:** It ensures that all customers and interested parties are considered and included in the engagement process, fostering a sense of community and collaboration.
- **Compliance:** It helps ensure that all engagement activities comply with legal and regulatory requirements, protecting the company from potential risks.

Project Assessment

0 = None, 1 = Extremely low, 4 = Extremely High

Level of Customer Outreach and Engagement	Unknown	0	1	2	3	4
Is this project mandatory and compliance or required as part of asset condition? (Are there alternative projects or site locations?)						
What is the levelized bill impact to customers that may drive a higher level of customer awareness?						
What is the expected cost?						
What is the anticipated number of customers? (will need to identify demographics as well)						
What level of impact will the investment have on customers?						
What is the level of measurable data available?						
Total Score						



Risk Rating	Low (1-10)	Medium (11-20)	High (21-30)
Engagement Process Responsibility	Managed entirely by functional business unit lead	Managed by Portfolio Manager and Business Case owner with support from Community Outreach Team	Managed by Portfolio Manager and Business Case owner with support from Community Outreach Team
Engagement Plan Approval	Portfolio Manager Lead	Delivery Manager	Director
Dedicated Engagement and Outreach Person	Not necessary	Possibly, discuss with internal customer experts ¹	Yes. Will need dedicated person
Engagement Level	Inform/ Consult	Consult/Involve	Involve/Collaborate
Suggested types of Engagement	Minimal amount – basic communication with internal contacts	Medium level of engagement – workshops, face-to-face consults, surveys	High level of Engagement – workshop, working groups
Reporting on Engagement	Within Pre-Planning Documentation	Business Case Template	Business Case Template and Customer and Community Engagement Plan

Accountability –

Which metrics will be tracked to determine successful engagement:

Process Metrics	Outcome
<input type="checkbox"/> # customers attending event <input type="checkbox"/> avg response time to questions <input type="checkbox"/> # Process Flexibility <input type="checkbox"/> # diversity of representation	<input type="checkbox"/> Survey – adequate knowledge of event <input type="checkbox"/> Survey – participants feel valued <input type="checkbox"/> Survey – adequate knowledge of event <input type="checkbox"/> Conflict resolution

¹¹ Including regional business manager, customer engagement and outreach, corporate communications, etc.

Every project would have an Avista Community Outreach and Engagement **consult** or **consultant**.

Actions/Decision	By Whom	By When	Comments

Phase I. Equity Impact and Consideration Questions (Project Intake)

The purpose behind Pre-Project Intake screening is to determine if there may be opportunities for the project or program to benefit those customers Avista identified as most likely to experience energy-related inequities. These inequities are typically related to affordability (energy burden), energy access (access to resources or procedural access), energy-related vulnerabilities related to physical or social characteristics).

At the project intake phase is very early in the overall Capital Planning lifecycle and not all projects or programs have the specificity needed to fully define the opportunities or burdens. If a project is located in its entirety in an named community, there are assumed to be energy inequities present and all questions on this page must be completed. However, even if a project does not meet this criteria, there are benefits to these communities. These benefits are identified in Phase II.

Please identify status of this project in-take form. (New or Revised)	drop down	
Corporate Strategy EPIC Area	drop down	
What are the primary opportunity areas this project is likely to impact?	auto-populate	
Is the project located in, or directly serving an Avista named community? <i>{insert link} Describe how the project directly serves (located in, or directly connected to). If project is not easily identified (for instance, is part of a system-serving project), describe how project will bring overall system benefits (refer to Investment Driver benefits)</i>	input	
Using the map, document why this is a named community?	drop down	
Which census tracts are primarily impacted? <i>If serving more than 10; identify largest census tract (visual estimate appropriate) . Please paste map into Avista-Named Community Map tab</i>	input	
If the project is NOT in an named community, how does the project benefits all customers?	drop down	
	auto-populate	
If Other, please explain.		
Who is the Community Engagement representative for this project? <i>Consult with community outreach and engagement team or individual (tbd) to identify <u>preliminary</u> level of engagement.</i>		
What is the preliminary level of engagement for this project? <i>Based on 3.0 consult, use Community Engagement Template. Note: as several projects may not even be selected and prioritized for Business Case development, this step is very preliminary and will be update as necessary</i>	Drop down	

Template 2 Pre-Project Planning Summary V. 1.0

The Pre-Project Planning Equity Summary is intended to be utilized as a stand-alone template, or as part of the project intake process of each Functional Business Units' intake process. However, in order to provide a one-page summary for regulatory data requests (or other business case needs), information is to be summarized as displayed on the Equity Summary within the project intake form itself.

During Implementation in 2025 a consistent process is anticipated to be completed which applies to all functional business units.

EXECUTIVE SUMMARY

Please provide a one-page summary of the business case and a high-level summary of the projects or programs included. Please describe the need for the project (a synopsis of the problem, the current state, and recommended solution), alternatives considered, the cost of the recommended solution, applicable metrics, customer benefits, Avista benefits or offsets derived from the investment, and risks, to customer and Avista, if the business case is not funded. **(DELETE THE ABOVE DESCRIPTION WHEN COMPLETING EXECUTIVE SUMMARY)**

VERSION HISTORY

Version	Author	Description	Date
1.0		<i>Initial draft of original business case</i>	
<i>BCRT</i>	<i>BCRT Team Member</i>	<i>Has been reviewed by BCRT and meets necessary requirements</i>	

GENERAL INFORMATION

YEAR	PLANNED SPEND AMOUNT (\$)	PLANNED TRANSFER TO PLANT (\$)
2025		
2026		
2027		
2028		
2029		

Project Life Span	<i>1 year, 5 years, 10 years, etc.</i>
Requesting Organization/Department	
Business Case Owner Sponsor	
Customer Engagement & Outreach Lead	
Sponsor Organization/Department	
Phase	Choose an item.
Category	Choose an item.
EPIC Strategy	Choose an item.
Driver*	Choose an item.
Sub-driver*	Choose an item.
Named Communities**	Choose an item.

Definitions for the Category and Driver can be found on the Business Case Review Team Team's site see link.

* [Capital Drivers and Subdrivers](#)

** If there is a named community and census tract.

1. **BUSINESS PROBLEM** - This section must provide the overall business case information conveying the benefit to the customer, what the project will do and current problem statement.

1.1 What is the current or potential problem that is being addressed?

1.2 Discuss the major drivers of the business case.

1.3 Identify why this work is needed now and what risks there are if not approved or if deferred or risks being mitigated by the request.

1.4 Discuss how the proposed investment, whether project or program, aligns with the strategic mission, North Star, and values of the organization. See *link.* [AVISTA STRATEGIC GOALS](#)

1.5 Is the project located in, or directly serving an Avista-named community? If yes, what metrics and indicators are used to determine the existence of energy-related disparities in these communities? If no, what are the indirect opportunities associated with this project? (*this should come from pre-project planning documentation*)

1.6 Supplemental Information – Please **describe and **summarize** the key findings from any relevant studies, analyses, documentation, photographic evidence, or other materials that explain the problem this business case will resolve.¹**

1.7 Supplemental Information – What data or other source of community data are you relying on to support this program/project affecting equity? (*Content coming from Community Engagement Template.*)

¹ Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

2. PROPOSAL AND RECOMMENDED SOLUTION - Describe the proposed solution to the business problem identified above and why this is the best and/or least cost alternative (e.g., cost benefit analysis).

2.1 Please summarize the proposed solution and how it helps to solve the business problem identified above.

2.2 Describe and provide reference to CIRR/IRR analyses, relevant studies, documentation, metrics, data, analysis, risk reduction, or other information that was considered when preparing this business case (i.e., samples of savings, benefits or risk avoidance estimates; description of how benefits to customers are being measured; metrics such as comparison of cost (\$) to benefit (value), or evidence of spend amount to anticipated return).²

2.3 Summarize in the table and describe below the DIRECT offsets³ or savings (Capital and O&M) that result by undertaking this investment.

Offsets	Offset Description	2025	2026	2027	2028	2029
Capital		\$	\$	\$	\$	\$
O&M		\$	\$	\$	\$	\$

2.4 Summarize in the table and describe below the INDIRECT offsets⁴ (Capital and O&M) that result by undertaking this investment.

Offsets	Offset Description	2025	2026	2027	2028	2029
Capital		\$	\$	\$	\$	\$
O&M		\$	\$	\$	\$	\$

² Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

³ Direct offsets are defined as those hard cost savings Avista customers will gain due to the work under this business case. Such savings could include reductions in labor or reduced maintenance due to new equipment.

⁴ Indirect offsets are those items that do not directly reduce the current costs of the Company, but may serve to reduce future hirings, improve efficiencies, reduces risk (cost or outage), or allows current employees to focus on higher priority work.

2.5 Summarize in the table and describe below the equity offsets or savings that result from undertaking this investment.

Offsets	Offset Description	2025	2026	2027	2028	2029
Non-energy Impacts						
Social Cost of Carbon						
Environmental						
Economic						

2.6 Describe in detail the alternatives, including proposed cost for each alternative, which were considered, and why those alternatives did not provide the same benefit as the chosen solution. Include those additional risks to Avista that may occur if an alternative is selected. Describe how equity was evaluated as part of the alternative analysis.

Alternative 1:

Alternative 2:

Alternative 3:

2.7 Identify any metrics, including equity metrics, which can be used to monitor or demonstrate how the investment is delivered on remedying the identified problem (i.e., how will success be measured). Additional information from the metrics identified above – this is how/why we know we are successful?

2.8 Please provide the timeline of when this work is scheduled to commence and complete, if known.

2.9 Please identify and describe the Steering Committee/governance team, including customer engagement and outreach representation (as needed) that are responsible for the initial and ongoing approval and oversight of the business case.

3. APPROVAL AND AUTHORIZATION

The undersigned acknowledge they have reviewed the *<Business Case Name>* and agree with the approach it presents. Significant changes to this will be coordinated with and approved by the undersigned or their designated representatives.

Signature: _____ Date: _____
Print Name: _____
Title: _____
Role: Business Case Owner

Signature: _____ Date: _____
Print Name: _____
Title: _____
Role: Business Case Sponsor

Signature: _____ Date: _____
Print Name: _____
Title: _____
Role: Steering/Advisory Committee Review

Equitable Business Planning Assessment

Project Name: Click or tap here to enter text.

Project Manager Click or tap here to enter text.

Completion Date: Click or tap here to enter text.

Community Factors (recognition)

Objective: Recognize disparities in energy access, affordability, or availability. Create a data-driven understanding of energy service requirements while evaluating the social equity factors that exacerbate these disparities. Assess the barriers and burdens to develop programs that do not contribute to or worsen inequities, with a focus on improving these inequalities.

1. Identified Community? <i>Identified in Phase I</i> <input type="checkbox"/> Yes <input type="checkbox"/> No	
2. Key Factors Contributing to Inequities (from internal map) <i>-Identified in Phase I</i>	
3. Social Equity considerations to ensure fair treatment and outcomes.	
4. Barriers – Obstacles to access which prevent individuals or communities from accessing energy resources or participating in energy systems. These can include:	
5. Burdens experiences that result in negative impacts or hardship that individuals or communities experience due to energy systems.	

Consider the following:

- Who has a problem that is being solved by this project or program?
- What community may have been overlooked?
- Who or what other projects may be delivering solutions?
- Who needs to be involved from the internal customer experts?
- Who needs to be involved externally?
- What is essential to successful service delivery?

Meaningful Engagement (process)

Goal: Develop participatory planning process. Ensuring diverse, representative inclusive project planning groups will establish a more inclusive planning process for setting goals and establishing milestones that reflect customer needs and support equitable operations.

1. Identify Customer Outreach and Engagement Consultant	
2. Level of Engagement: What level of engagement was scored in <i>Phase I</i> :	
3. Strategies: What strategies will be used during project delivery and execution?	
4. Tactics and Activities: What equity tactics will be used to ensure broad representation in decision-making	
5. Are there existing reference points? If yes, please identify	
6. Accountability: Identify metrics to determine success of engagement.	
7. Timing / Milestones Evaluate project milestones that should be discussed with interested parties.	

Consider the following:

- How are those without power or authority (internal or external) going to be included in decision making?
- How will we collect and respond to feedback?
- How are we ensuring these partnerships do not exploit the communities we seek to engage?
- How will recovery planning be organized going forward? (e.g., working groups, task forces, Long-Term Community Recovery Committee).
- How can we identify and coordinate with other committees who are addressing similar issues? (e.g., Unmet Needs Committees).

Distribution (distributive)

The purpose of distributional equity analysis in energy planning is to ensure fair benefits and burdens from energy projects for all community members. It highlights disparities in energy access, affordability, and environmental impacts, particularly for marginalized groups. Focusing on equity promotes social justice, community engagement, and sustainable development, leading to inclusive energy systems that cater to everyone's needs.

<p>1. Which Business Strategy (EPIC) area does this project delivery support? <i>From Phase I.</i></p>	
<p>2. Review and <u>update</u> the indicators and metrics. <i>From Phase I.</i></p>	
<p>3. Approach Adjustments Please describe alternatives considered which support the success of each metrics identified above. Such as permitting, siting, environmental conditions, etc.</p>	
<p>4. Maximize Benefits: Describe how your project may impact the previously identified social energy factors</p>	
<p>5. Mitigate Burdens: Describe how your project may impact burdens within communities.</p>	
<p>6. Mitigate Barriers: Describe how your project may impact previously identified barriers</p>	
<ul style="list-style-type: none"> • Does project worsen or make no change to existing inequities? • Does it result in a systemic change that addresses institutional inequity? • Does it produce intentional benefits or unintended consequences for the affected groups? • What is the real impact likely to be for different groups in the organization? 	

Restorative

The purpose of this phase is to evaluate our progress, identify areas where processes may be falling short, and assess whether we are truly making a meaningful impact on communities facing energy disparities. This critical reflection helps us understand our effectiveness and guides us in making necessary adjustments. By doing so, we ensure our efforts are aligned with the needs of those we aim to support.

Ongoing Reporting	
Internal Reporting	
External Reporting	
Course Correction: <ul style="list-style-type: none"> • Are we on track to meet our project goals by the deadline? If not, what adjustments need to be made to our timeline? • What challenges have we encountered so far, and how can we address them to stay on course? • How effectively are we utilizing our resources, and are there any areas where we need additional support or reallocation? • What feedback have we received from interested parties, and how can we incorporate it to improve our project outcomes 	
Closing Document <ul style="list-style-type: none"> • Lessons learned. • Budget-to-actual comparisons for overall project and by year. • Baseline schedule-to-actual schedule comparisons. • For any actual costs differing from the budget amount by plus or minus five percent during a particular year, please list and explain the reason(s) for the budget amount difference. 	
Review metrics established in previous phases to determine if actions improved disparities	
If no change, could there be a systemic issue in the policies Avista has?	
<ul style="list-style-type: none"> • What measurable outcomes have been achieved, and how do they compare to our initial goals? • How have the interested parties and community members been impacted by the project? • What feedback have we received from those directly affected by the project? • Are there any areas where the project has fallen short, and what can we learn from these shortcomings? 	