

Exhibit C

I. INTRODUCTION

Bates White, LLC (Bates White) is pleased to present this proposal to PacifiCorp (the Company) to act as the Independent Evaluator (IE) for the Washington Utilities and Transportation Commission (Commission) for PacifiCorp's 2022 All Source Request for Proposals (2022AS RFP or RFP).

Bates White is a nationally recognized technical and economic analysis firm established in 1999 with over 180 degreed professionals in engineering, economics and finance. Bates White is widely recognized for the strength and quality of the quantitative methods it applies to business advisory and litigation support analysis. Our experts bring to bear extensive energy industry experience, rigorous engineering and regulatory economics training, and state-of-the-art analytical methods to all the major tasks of this solicitation. For more, visit www.bateswhite.com.

PacifiCorp and the Commission are familiar with the quality of our work. We currently serve the Commission as the IE for Puget Sound Energy (PSE)'s All Source and Demand Response RFPs. These are among the first RFPs to be conducted under the new Purchases of Resources rules which require the use of an IE. We have extensive experience with the Company, having served as the IE for high profile solicitations by PacifiCorp for baseload and renewable resources as well as a request for a waiver of the Oregon competitive bidding guidelines for the acquisition of the Chehalis facility.¹ We are also currently serving the Oregon Commission as the IE for Portland General Electric (PGE's) All Source RFP.

Our proposed project team brings a wealth of experience in the field of resource choice, having worked across the country, including in the Western Electricity Coordinating

¹ Some of the earlier work was performed by Boston Pacific Company. In November 2016 Boston Pacific entered into a strategic combination with Bates White Economic Consulting.

Council (WECC), helping Commissions and utilities design and monitor procurements that generate the best results for ratepayers in terms of price, risk, reliability and environmental and policy goals.

We have the requisite knowledge of planning, production cost modelling, contract terms and conditions and market requirements to be a successful IE. We have served as independent monitors for all source, baseload, renewable and grid services RFPs and full requirements solicitations for many other State Commissions including those in California, Oklahoma, Hawaii, Mississippi, Illinois, Ohio, New Jersey, Pennsylvania, Delaware, Maryland, and the District of Columbia. In all these engagements we make sure the result is fair and credible and that all bidders, including utility affiliates, participate fairly and under the same rules.

We have experience evaluating resource procurements for all technologies. This includes onshore and offshore wind, utility scale solar and distributed solar, biomass, and clean coal. We have also evaluated storage technologies both on a standalone basis and paired with renewable resources. Given this extensive experience, we believe that Bates White has the credibility and expertise needed to ensure a successful and credible result for Washington ratepayers.