



November 12, 2025

Final Work Plan



PacifiCorp 2027 Demand-Side Resource Potential Assessment

Submitted to:

PacifiCorp

825 NE Multnomah St, Ste 300
Portland, OR 97232

Submitted by:

ICF Resources, L.L.C.

1902 Reston Metro Plaza
Reston, VA 20190
703.934.3000 | 703.934.3740



DEMAND-SIDE RESOURCE POTENTIAL STUDY WORK PLAN

In the fall of 2025, PacifiCorp selected ICF and The Brattle Group (collectively the ICF Team) to perform its next assessment of demand-side resource potential across its six-state service area.¹ The study will build on previous studies completed by ICF,² incorporating key updates to reflect updated data sources, new policies, and other drivers of demand-side resource potential.

This Work Plan describes the ICF Team's plan for executing this project, informed by previous studies, industry standard methodologies and data sources, PacifiCorp's request for proposals (RFP), and discussions with PacifiCorp during an in-person kickoff meeting held with PacifiCorp on October 23, 2025. Below is a summary of the primary updates for this analysis cycle, followed by descriptions of the key tasks the ICF Team will execute to complete this project:

Key Updates for 2027 Study

- Teams are working under an accelerated schedule for all states and resource classes during this cycle.
- Applied Energy Group, now part of ICF Resources, L.L.C. (ICF), will continue to manage the overall project and perform the energy efficiency (Class 2 demand-side management, DSM) analysis. The Brattle Group (Brattle) has joined the ICF Team to conduct the modeling of demand response and demand-side rates (Class 1 and 3 DSM) resources.
- Due to recent changes and uncertainty at the federal level, the Class 2 DSM analysis will revert to non-accelerated, pre-Inflation Reduction Act (IRA) adoption assumptions.
- Ranges for income-based segmentation cutoffs will be updated to reflect the latest income eligibility guidelines by state. The overall approach will remain consistent with the prior potential study.
- ICF will review the assumptions of incentive and non-incentive program costs to ensure they continue to accurately reflect current delivery reality in each of PacifiCorp states. Previous studies have calculated costs within the potential study as a percentage of measure incremental cost. As part of this review, ICF will work with PacifiCorp to determine whether an alternate method (e.g., \$/kWh saved) may be a better representation of on-the-ground experience.
- ICF will work with PacifiCorp to reflect the impact of increasing dual-fuel heat pump penetrations within the baseline projection.

Task 1: Develop Work Plan

This document reflects a comprehensive work plan based on the scope and timeline outlined in PacifiCorp's RFP, updated to reflect decisions made during the kickoff meeting. This work plan will serve as a shared reference throughout the project, documenting key scoping decisions, roles and responsibilities (for the ICF Team, PacifiCorp, and stakeholders), milestones, methodologies, and expected outputs. The document clarifies data presentation formats and includes a detailed project schedule, identifying key deadlines, risks, and mitigation strategies. The plan outlines the

¹ The study excludes energy efficiency in Oregon, which is assessed by the Energy Trust of Oregon.

² Previous assessments were completed by Applied Energy Group, which was acquired by ICF at the beginning of 2025.

ICF Team’s QA/QC approach, data protection protocols, and the stakeholder feedback process to ensure transparency and alignment.

Task 2: Conduct Research to Develop Study Inputs

The process for developing study inputs is outlined in the following subtasks.

Data Source Hierarchy for Each Resource and Service Area

To ensure consistency and credibility in the analysis, ICF will document and validate all data sources for relevance to PacifiCorp’s service areas, considering factors such as data vintage, geographic and climatic applicability, statistical robustness, and source credibility. A key first step will be developing a jurisdiction- and resource-specific data source hierarchy—modeled after Table 3–3 in Volume 1 of the 2025 PacifiCorp CPA report (shown in Table 1 below)—to align with PacifiCorp staff and stakeholder expectations. ICF will maintain ongoing dialogue with PacifiCorp throughout the analysis to ensure mutual confidence in the data used.

Table 1. Example Energy Efficiency Measure Source Hierarchy

Priority	Washington	Idaho	Utah and Wyoming	California
Primary	Regional Technical Forum (RTF)	RTF	RMP Ex-Ante Measure Characterizations** RTF with Adjustments***	California Technical Forum Electronic TRM****
Secondary	9th Power Plan (9PP)* Program-Specific Evaluations	RMP Ex-Ante Measure Characterizations** Idaho Power TRM Program-Specific Evaluations	Idaho Power TRM Xcel Energy Colorado DSM Plan Program-Specific Evaluations	RTF with Adjustments*** 2025 CPUC P&G Study DEER and Non-DEER Workpapers**** Program-Specific Evaluations
Other	California eTRM RMP** National Sources† Other Regularly Updated TRMs‡	9PP* California eTRM National Sources† Other Regularly Updated TRMs‡	9PP* California eTRM National Sources† Other Regularly Updated TRMs‡	CMUA TRM 9PP* National Sources† Other Regularly Updated TRMs‡

* The Ninth Power Plan measure data will only be used for measures not in the RTF but in the Power Plan.

** Includes ex-ante characterizations developed and/or reviewed for Rocky Mountain Power (RMP) by ICF in conjunction with RMP implementers as part of measure development, program design, and measure library updates from 2019 to the present. Many characterizations were based on RTF data sources with additional adjustments, building energy simulations, or national sources and regularly updated TRMs.

*** Includes adjustments to weather and market assumptions, as applicable.

**** Per CPUC Resolution E–5152, the California eTRM has been approved as the data source of record for active, Commission-approved, deemed statewide measure values for PY2021 and beyond. www.caetrm.com

† Includes national sources like the U.S. DOE Annual Energy Outlook, Technical Support Documents, ENERGY STAR® Savings Calculators, etc.

‡ Includes Technical Reference Manuals from Illinois, Pennsylvania, Minnesota, New Mexico, and others as necessary.

Data Request to PacifiCorp

Where available, PacifiCorp-specific data will be the preferred data source. As part of kickoff meeting preparation, ICF created a draft data request to review data needs with PacifiCorp and to identify new sources that may be available since the previous study. ICF will establish a secure file transfer portal that will meet all required privacy protocols and will allow both ICF and PacifiCorp staff to share and jointly edit documents.

Resource Class–Specific Considerations

ICF will begin collecting secondary data once the work plan, data source hierarchy, and data request are finalized. While data for Class 1, 2, and 3 DSM resources were collected in prior studies, their continued relevance will not be assumed. All inputs and assumptions will be reviewed and updated as appropriate. The data collection and integration process for each resource class is detailed in Task 3, with key considerations outlined below.

CLASS 2 DSM RESEARCH CONSIDERATIONS

- **Administrative Cost and Incentive Assumptions:** ICF will update administrative and incentive cost assumptions using recent PacifiCorp program data and collaborate to identify the appropriate historical period to serve as a proxy for future program costs. ICF will review the assumptions of incentive and non-incent program costs to ensure they continue to accurately reflect current delivery reality in each of PacifiCorp states. Previous studies have calculated costs within the potential study as a percentage of measure incremental cost. As part of this review, ICF will work with PacifiCorp to determine whether an alternate method (e.g., \$/kWh saved) may be a better representation of on-the-ground experience. These results will inform the development of levelized costs for use in the Integrated Resource Plan (IRP) supply curve bundling.
- **Emerging Technologies.** ICF will refresh its qualitative screening of emerging technologies based on commercial viability and the availability of reliable cost and savings data. The PacifiCorp project team will also facilitate collaboration between ICF, PacifiCorp program staff, and Energy Trust of Oregon (Energy Trust) to identify new or priority measures for consideration and align on expected impacts.
- **Codes and Standards.** Given the diverse set of energy codes across PacifiCorp’s service areas and the evolving federal policy landscape, ICF will conduct a comprehensive review to ensure all applicable standards are accurately reflected in the analysis. The Class 2 DSM analysis will also revert to a non-accelerated resource acquisition strategy as in the 2021 potential study, prior to the passing of the IRA and the Infrastructure Investment and Jobs Act (IIJA).
- **Expected Market Data Updates.** For this potential study cycle, ICF will update its models with new residential survey data,³ and incorporate draft measure and market data from the Council’s Draft 9th Power Plan. This includes the inclusion of more granular, county-level agricultural market data that ICF developed in collaboration with the Council for the 9th Plan. ICF also plans to coordinate with PacifiCorp on incorporating data from NEEA’s 2025 Commercial Building Stock Assessment, if publicly available in time to be incorporated into the analysis.
- **Baseline Energy Consumption and Savings for Simulated Measures.** For residential weather-sensitive measures, ICF will use the simulated consumption and savings from the Regional Technical Forum (RTF) where available and applicable to PacifiCorp’s service areas. For measures, states, and sectors where RTF savings estimates for weather-sensitive measures are not available or relevant, ICF will rely on baseline consumption and savings developed using DOE-2.2 and EnergyPlus-based simulations tied to calibrated market profiles.

³ PacifiCorp’s Load Forecasting team has estimated that the 2025 residential survey will be ready for use in January 2026.

- **California Measure Cost and Savings.** ICF will leverage the measure data available in the California Electronic Technical Reference Manual (eTRM) to ensure alignment of assumptions with California Public Utilities Commission (CPUC) guidance.
- **Non-Energy Impacts.** For PacifiCorp’s Washington service area only, the Class 2 DSM measure analysis will include attributable and quantifiable non-energy impacts (NEIs), including values from the Regional Technical Forum. The analysis will also incorporate the NEIs developed by DNV and updated by ICF in 2025, along with other sources as appropriate.

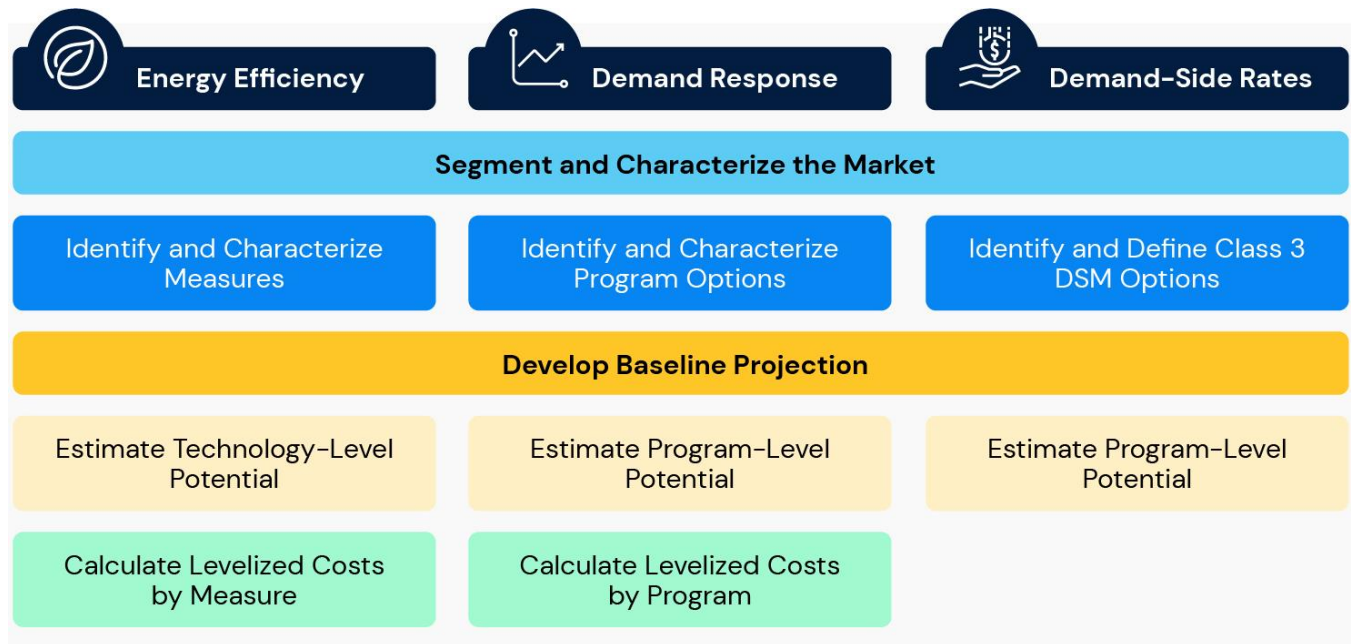
CLASS 1 AND CLASS 3 DSM RESEARCH CONSIDERATIONS

- **Incorporation of PacifiCorp Data.** The ICF Team will collaborate with PacifiCorp to obtain relevant data and align input assumptions with IRP modeling frameworks for the Class 1 and Class 3 DSM potential analysis. This includes engaging with internal stakeholders to understand current and proposed programs, reviewing recent filings, and coordinating with the IRP team to help align grid service valuation with IRP needs. The team will also incorporate recent demand response offerings, rate pilots, and RFP results, as appropriate, to reflect the most current experience and opportunities.
- **Secondary Research.** To supplement PacifiCorp data, the ICF Team will conduct secondary research using its extensive databases of demand flexibility programs, including load impacts, operational characteristics, and costs from comparable jurisdictions. The ICF Team will also incorporate benefits not captured by the IRP and non-energy benefits into program-specific research. If no new quantifiable values are identified, proxy values for Washington can be applied based on collaboration with PacifiCorp.

Task 3: Perform Analysis of Demand-Side Resource Potential

The key steps and considerations for estimating potential for each DSM resource class are illustrated in Figure 1. The order of tasks reflects both analytical effort and the need to account for resource interactions. As in the prior study, Class 1 and Class 3 DSM resources are treated separately to reflect Class 1 DSM resources’ ability to provide grid services—such as operating reserves—and the enhanced methodology used to quantify this potential. The methodology explicitly accounts for interactive effects across DSM classes. Class 2 DSM is assessed first, independently of other interventions, while Class 1 and Class 3 DSM resource potentials are adjusted to reflect the influence of Class 2 DSM impacts. Cross-cutting activities related to data validation and documentation, referenced in Task 3 of the RFP, are addressed in Tasks 2 and 5, respectively.

Figure 1. Potential Analysis Overview by DSM Resource Class

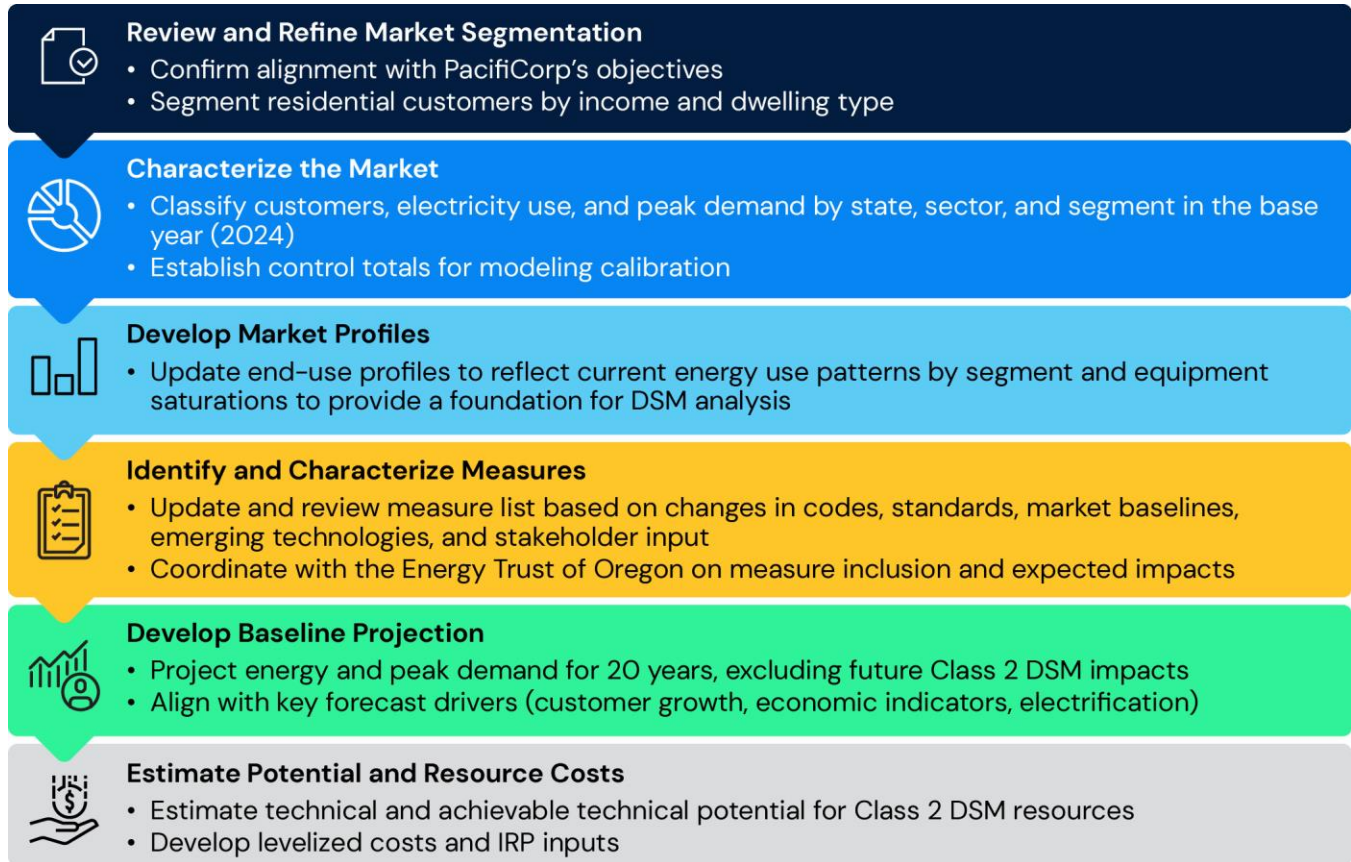


Once potential and cost estimates are finalized for each DSM resource class, the ICF Team will collaborate with PacifiCorp to format the results for IRP supply curve modeling and presentation. Levelized costs will incorporate jurisdiction-specific guidance on cost-effectiveness tests and the treatment of non-energy impacts. Details on the supply curve development process are provided in the IRP Supply Curves and Load Forecast Adjustments section of Task 5.

Class 2 DSM Analysis

ICF's approach to assessing Class 2 DSM potential will follow the methodology illustrated in Figure 2, which has been used in previous studies and is aligned with the Council's approach. This approach also serves as the foundation for Class 1 and 3 DSM assessments to ensure consistency, efficiency, and proper accounting for interactions across resource classes. The general steps for the Class 2 DSM assessment are outlined below:

Figure 2. Class 2 DSM Methodology Overview



Although economic screening is outside the scope of this study, measure costs remain a critical input for IRP modeling. ICF highlights two key cost-related considerations:

- **Soft Levelized Cost Screen:** To avoid skewing results toward high-cost equipment unlikely to be selected in the IRP, ICF will apply a “soft screen” when evaluating equipment replacement options. This screening by levelized costs helps limit technical achievable potential to options under a reasonable threshold (e.g., \$165/MWh levelized in the prior study) when less costly efficient options are available. Measures which have only one option to upgrade will not be affected by the screen and will be submitted for the IRP’s consideration at whatever levelized cost is calculated. The appropriate threshold will be determined in consultation with PacifiCorp.
- **Federal Legislation and Tariff Impacts:** As the federal landscape around energy efficiency and economic policy continues to evolve, legislation and tariffs may significantly affect customer costs for adopting energy-efficient technologies. ICF will monitor these developments and collaborate with PacifiCorp to apply appropriate adjustments and guidance.

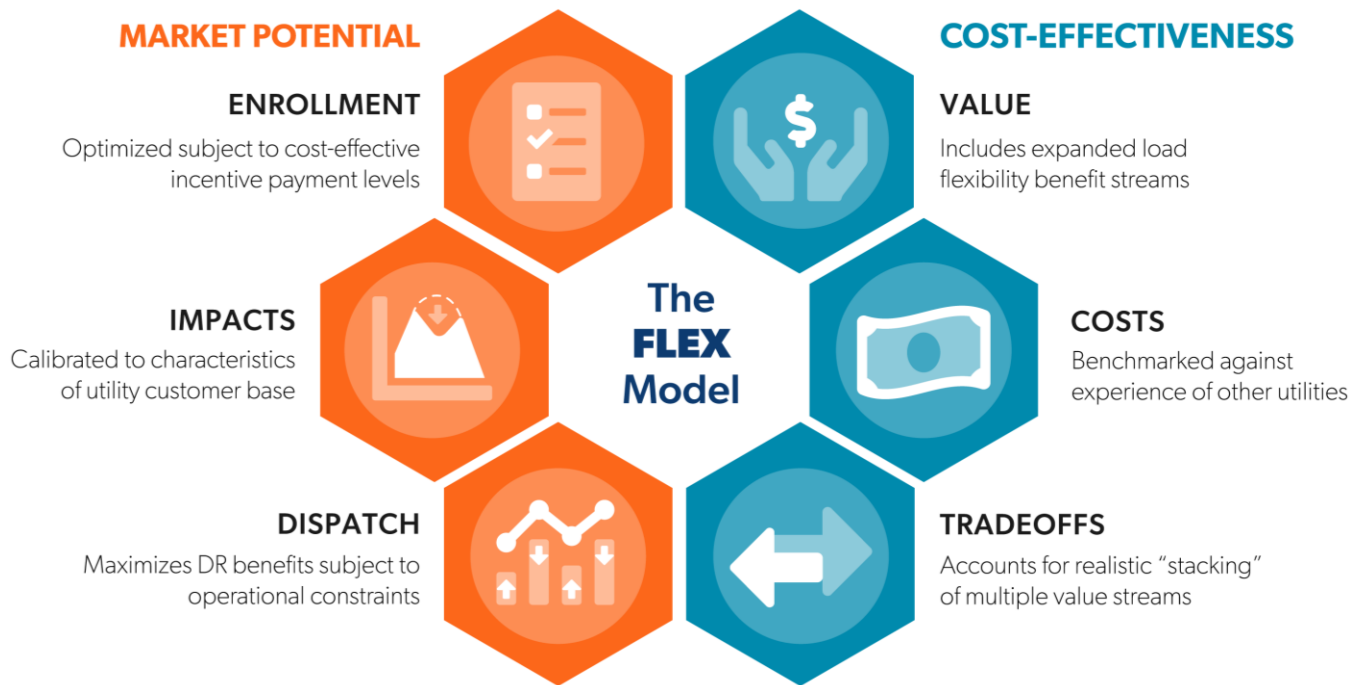
Achievable potential will initially be estimated using the Council’s 2021 Power Plan assumptions for achievability and ramp rates, with draft 9th Plan updates reviewed as available. ICF will review these assumptions with the PacifiCorp team and make state-specific refinements to ensure alignment with programmatic experience in each market. The model will account for interactive effects (“opportunity stacking”).

Class 1 and Class 3 DSM Analysis

Brattle’s *FLEX* model is designed to quantify the full potential and value of demand response and demand-side rate programs, enabling detailed analysis of benefits such as peak reduction and

continuous grid services. Figure 3 depicts the overall capabilities of the *FLEX* model for evaluating both market potential and cost-effectiveness of load flexibility resources.

Figure 3. FLEX Model Overview



The following are key steps and considerations for developing Class 1 and Class 3 DSM potential and Class 1 supply curves in the 2027 CPA:

1. **Characterize the Market.** Consistent with the 2025 analysis, the ICF Team will segment PacifiCorp’s customers by state and sector, and for C&I customers, by the size of their peak load. While this demand-based segmentation better reflects how these programs are delivered, continued alignment with the energy efficiency assessment helps ensure consistency in technology saturation and eligibility assumptions. PacifiCorp will lead further coordination with Energy Trust, as appropriate, to confirm grid-enabled equipment adoption and help refine eligible populations for demand response and rate offerings in Oregon.

Additionally, the ICF Team will use the income-level segmentation from the energy efficiency analysis to expand the residential assessment of Class 1 and Class 3 DSM resources. This expansion will allow for the investigation of variations in price elasticities across income groups. This approach will help PacifiCorp better understand load flexibility opportunities in disadvantaged communities and support targeted, effective, and equitable program design.

2. **Develop Baseline Peak Demand and Customer Forecasts.** The ICF Team will develop baseline peak demand and customer forecasts by allocating summer and winter system peaks to each sector using base-year hourly data and PacifiCorp’s sector-level customer forecasts. Growth in annual consumption will inform changes in peak segmentation over time, rather than holding base-year proportions constant.
3. **Define Program List.** The ICF team will collaborate with PacifiCorp to develop a comprehensive list of demand response and load flexibility program options, beginning with those characterized in the previous CPA. To ensure credible results, the analysis will focus on

programs with robust pilot or operational experience that support reliable assumptions for load impacts and participation. The analysis will also explore an expanded Class 1 DSM portfolio, including emerging opportunities such as bidirectional EV charging and flexible load or on-site generation from data centers, both of which may become increasingly viable within the study horizon given development trends in PacifiCorp's service areas.

4. **Determine Eligibility.** Eligibility for each program will be limited to customers expected to have the necessary enabling technologies (e.g., EVs, batteries). The ICF Team will work with PacifiCorp to align technology adoption assumptions with internal forecasts, including the potential influence of program incentives, and leverage secondary research as necessary to estimate the eligible customer pool each year.
5. **Establish Achievable Participation.** Achievable participation rates will be based on PacifiCorp's historical data and successful program enrollments from other U.S. utilities, tailored to PacifiCorp's experience and evolving priorities, such as a shift toward switch-based programs. Participation estimates will be provided across multiple incentive levels to reflect the relationship between incentives and enrollment. Program growth over time will be modeled using ramp rates from the Council's Power Plan to reflect expected market adoption and remain consistent with regional standards.
6. **Characterize Impacts and Implementation Costs.** The ICF Team will characterize demand response program impacts and costs using PacifiCorp's historical and planned program data, assumptions from the Council's 2021 Power Plan and draft 9th Plan (as available), regional benchmarks, and Brattle's extensive database of program parameters. The ICF Team will benchmark assumptions by state, and all-in levelized costs will be calculated, including administration, marketing, equipment, installation, and incentives.

Peak demand reduction estimates will include performance characteristics for Class 1 and Class 3 DSM resources—such as event frequency and operational constraints—to support program design. For time-sensitive load flexibility (e.g., A/C or EV charging), alignment with PacifiCorp will determine the appropriate system peak window for reporting reductions. Where applicable and available, non-energy benefits (e.g., distribution system value) will be transparently used to offset costs to represent this benefit in the IRP model decision logic.

7. **Account for Policy Incentives.** The availability of policy-based incentives may lower technology costs, thereby reducing values reflected in the supply curve. The ICF Team will coordinate the treatment of such incentives with PacifiCorp to ensure consistency in the analysis.
8. **Estimate Program-Level Potential.** The ICF Team will calculate program potential by projecting annual participation—based on equipment saturation, participation rates, and program hierarchy—and multiplying by per-customer peak reductions. Impacts from existing and planned resources will be calibrated to PacifiCorp's 2027 expectations and excluded from total potential to avoid double-counting, while incremental growth will be included.

The ICF Team will also coordinate with PacifiCorp's IRP and program teams to align the valuation of continuous grid services with IRP needs. In addition to estimating potential, the analysis will draw on Brattle's experience to highlight qualitative benefits of Class 1 and Class 3 DSM resources. These may include avoiding interconnection delays, mitigating tariff and trade risks, and enabling scalable flexibility, which are key advantages in today's uncertain regulatory and economic environment.

9. Develop Levelized Costs. To support IRP modeling and ensure demand response can be compared to other peak load resources, the ICF Team will develop levelized costs of capacity (\$/kW–year) for each program by state and season. Consistent with prior CPAs, all utility–incurred costs will be included per the Utility Cost Test for Rocky Mountain Power states. For Pacific Power states, the methodology will follow the CPUC’s 2016 Demand Response Cost Effectiveness Protocols, stay consistent with the National Standard Practice Manual (NSPM) as applicable, and address relevant guidance from recent Oregon and Washington filings that PacifiCorp may need to incorporate.

In prior potential studies, ICF and PacifiCorp agreed that cost estimates for Class 3 DSM resources were out of scope, as these resources were not modeled in the IRP and did not involve cost shifting. During the kickoff meeting, ICF and PacifiCorp agreed that Class 3 DSM cost estimates are out of scope again in this potential study.

Task 4: Analyze Scenarios

The ICF team’s market characterization and potential models are designed to capture energy use and intervention opportunities at a highly granular level. This structure supports both in–depth analysis and adaptable scenario modeling, enabling exploration of wide–ranging policy strategies as well as specific input sensitivities. In past studies, ICF has modeled scenarios involving electrification policies, load growth, technology cost adjustments, and changes in avoided costs.

For this study, the ICF Team will develop up to three (3) distinct Class 1 and/or Class 2 DSM potential scenarios⁴ in collaboration with PacifiCorp. The ICF Team and PacifiCorp discussed scenarios during the project kickoff meeting and anticipate identifying scenarios after initial results are in and stakeholders have an opportunity to provide feedback. These scenarios will support the IRP by exploring variations in key assumptions and providing comparative insights, and each will include updated potential and IRP inputs aligned with the reference case format.

- Class 1 DSM scenarios will cover all PacifiCorp service area states and may test sensitivities to assumptions such as program costs, participation rates, and per–participant impacts.
- Class 2 DSM scenarios may reflect variations in factors such as load forecasts, weather, market adoption rates, and program or measure costs. While only non–Oregon states will be evaluated, alternative estimates from Energy Trust will be incorporated into alternate IRP inputs if provided.

All scenarios will be defined in close coordination with PacifiCorp, including the preferred format for documentation and deliverables (e.g., integrated in the report or as standalone outputs).

Task 5: Present Data and Reporting

The subtasks below describe the major anticipated deliverables for this project.

Summary Potential Study Report

The ICF Team will produce a summary report in a format consistent with the 2025 potential study. Based on our experience, even with efforts to streamline content, the breadth of the analysis typically requires multiple review cycles to finalize. To support this, ICF will deliver a draft report to

⁴ While Class 3 DSM scenarios could also be developed, because these resources are not modeled in PacifiCorp’s IRP, performing this scenario analysis has not been deemed valuable in previous assessments, and is thus excluded from the proposed scope.

PacifiCorp well ahead of the final due date and collaborate closely to refine the content before public release.

Class 2 DSM Database

The Class 2 DSM measure database, developed through prior studies, has been an effective tool for delivering measure-level inputs and results to PacifiCorp and stakeholders. Previously used by the IRP team and included as Appendix H in the final potential study report, a new five-state version will be created for this project, building on the existing structure with added fields as necessary.

IRP Supply Curves and Load Forecast Adjustments

The ICF Team will continue providing resource-specific supply curves, as in prior cycles, to deliver reliable data on resource location, cost, and savings in a format compatible with PacifiCorp's IRP model. The ICF Team will review the IRP input format with PacifiCorp to determine whether any changes are needed for the 2027 IRP at the outset of the project. Draft curves and IRP inputs will be based on the initial load forecast, with final versions incorporating updated forecasts, study results, and format refinements from PacifiCorp's review. Considerations that will be captured for Class 1 and Class 2 DSM resource supply curve development include:

- State-specific levelized cost calculations alignment with designated cost-effectiveness tests
- Incorporation of Oregon potential estimates from Energy Trust into IRP input deliverables
- Representation of incremental potential within supply curves for Class 1 DSM resources

Potential Viewer

Results for the market characterization, baseline development, and resource potential will be presented in a Microsoft Excel-based results viewer. This file will be the source of all presentation and reporting collateral created for the study. This file is expected to be used directly by PacifiCorp and program implementation teams and not published publicly by the Company.

Task 6: Support Stakeholder Process

ICF recognizes that proactive and timely stakeholder engagement is essential to the success of this project. Building on its participation in five CPA workshops and additional IRP and Washington DSM Advisory Group sessions during the 2025 potential study cycle, ICF will continue to provide robust engagement for the 2027 IRP.

Planned activities include:

- Supporting up to six stakeholder and commission staff meetings as part of the 2027 IRP public input process, covering topics such as study methodology, measure and program lists, and draft/final results. ICF Team subject matter experts will develop presentation materials and be available to either present the information directly or support PacifiCorp's presentation of the content.
- Providing draft work products for stakeholder review, including the study work plan, measure lists, results, summary report, and other materials as directed by PacifiCorp.
- Assisting PacifiCorp in responding to stakeholder IRP feedback forms.
- Conducting Washington-specific engagement through meetings with the Washington DSM Advisory Group to gather input on scope, work plan, key assumptions, and present results.

QA/QC Procedures

Quality Assurance and Quality Control

The ICF Team understands the importance of accurate, high-quality, and well-documented analysis. We also understand that, while PacifiCorp staff review and acceptance of results are critical, the PacifiCorp's team's time is limited, and ICF needs to lead the quality assurance/quality control (QA/QC) process and drive it into all aspects of the project.

For this project, the ICF Team will employ thorough due diligence and ensure that lessons learned from previous studies are incorporated into the QA/QC plan. Examples of key focus areas based on previous experience performing CPAs for PacifiCorp and other clients include:

- **Thorough comparison of prior and current CPA results**, with deep investigation into any material differences in savings, costs, or measure applicability.
- **Re-review of measure cost assumptions**, especially for outliers identified during the levelized cost analysis.
- **Validation and alignment of adoption curve assumptions** with PacifiCorp, ensuring consistency with recent market trends, program experience, and regulatory environment.
- **Confirmation of existing Class 1 and Class 3 DSM resources**, and appropriate exclusion of these impacts from incremental potential estimates.
- **Allocation of sufficient time for internal and client review**, including interim deliverables and stakeholder feedback loops.

The ICF Team's key actions to ensure the highest quality deliverable for this project are described in Figure 4 below.

Figure 4. CPA QA/QC Process

<p>Project Management and Communication <i>Ensuring quality and coordination across analyses</i></p>	<ul style="list-style-type: none">• Define roles for each task• Clear, effective communication during regular check-in meetings to track progress, address issues, share project status, and establish action items• Hold regular internal check-in meetings to ensure timely completion of tasks, resolve issues, and establish action items• Develop and maintain a shared document between PacifiCorp and ICF to record key decisions and study parameters• Multiple levels of review of deliverables before submission to PacifiCorp
<p>Data Accuracy <i>Ensuring that inputs are accurate, appropriate, and well documented</i></p>	<ul style="list-style-type: none">• Establish resource- and state-specific source hierarchies, with input and verification from PacifiCorp.• Validate and benchmark data, standardized input format for measure data• Proper documentation of inputs for better QC and retroactive investigation into possible issues• By-check QC process to verify correctness and applicability of inputs• Confirmation of interim and final measure lists with PacifiCorp and stakeholders• Submittal of draft and final measure databases to PacifiCorp

Model Connections and Calculations <i>Ensuring that inputs are properly transferred into and implemented in the models</i>	<ul style="list-style-type: none"> • Built-in diagnostics and error checks, standardization of data format and translation in templates • By-check QC process to track updates and ensure data validation • Transparent calculations in MS Excel • Centralized calculation engine to eliminate opportunities for formula errors or inconsistency to propagate into other areas of the model
Results <i>Ensuring that model results make sense</i>	<ul style="list-style-type: none"> • Dedicated results files for multi-level output verification and standard presentation format • Examine model inputs and results at several levels: measure, end-use, sector, and overall • Compare results to prior studies and national and regional benchmarks to identify any unreasonable/out of range results

Anticipated Timeline

The anticipated project milestone schedule is shown in Table 2. The ICF Team confirmed this schedule with PacifiCorp during the project kickoff and work plan finalization. While the team aimed to establish a “final” schedule in the work plan, the ICF Team recognizes the need for flexibility based on experience with previous cycles. Adjustments may be required due to factors such as the 2025 IRP acknowledgment, stakeholder requests, or updates to the 2027 IRP timeline.

Table 2. Project Timeline

Task	Timeframe
Project Kickoff	October 23, 2025
Task 1: Develop Work Plan	November 12, 2025
Task 2: Research and Study Inputs	November 2025 – May 2026
Task 3: Analysis of DSM Potential	February 2026 – July 2026
Task 4: Scenario and Sensitivity Analysis	June 2026 – September 2026
Task 5: Present Data and Reporting	March 2026 – March 2027
	Initial IRP Inputs – June 12, 2026
	Final IRP Inputs – July 31, 2026
	Draft Report – November 30, 2026
Task 6: Stakeholder Support	Final Report – March 31, 2027
	Meetings: To be determined in consultation with PacifiCorp based on IRP Public Meeting and DSM Advisory Group schedules General Stakeholder Support: January 2026 – March 2027

Any changes to this project schedule will be approved in writing by PacifiCorp. Throughout the project, the ICF Team will collaborate with PacifiCorp to maintain an up-to-date schedule, coordinate review times, and ensure shared expectations around deliverable timing. Additional schedule considerations are noted below.

- The schedule includes an update to the load forecast and underlying assumptions, as necessary, in June 2026. Expected timelines for additional datasets are provided below.

Table 3. Expected Dataset Provision Timelines

Dataset	Availability
Current PacifiCorp Load Forecast	January–February 2026

Residential Appliance Saturation Study (RASS)	January 2026
Customer Sales Data & Billing Data	January–February 2026
Final PacifiCorp Load Forecast	June 2026

- The schedule assumes the project will be completed upon the delivery of the final report. If needed, the ICF Team will be available to provide additional stakeholder support throughout the IRP approval process as part of an ad hoc scope.