

SoCal Tribal Accelerated Clean Energy Economy (SCTACEE) Phase 2 Application Overarching Narrative

Synopsis

The SoCal Tribal Accelerated Clean Energy Economy (SCTACEE) initiative will invest in a portfolio of complementary and inter-dependent projects and programs that will accelerate the growth of an innovative clean energy economy for the regional Economic Development District encompassing the 25 member tribes of the Southern California Tribal Chairmen’s Association (SCTCA).¹ SCTACEE component projects and ongoing future economic development projects will use next-generation solar photovoltaic (PV) technology along with energy storage, electric vehicle (EV) charging, and other technologies to support economic project development, while generating substantial revenues and cost-savings for SCTCA member tribes, and broadening the regional economic base to increase GDP with investments in the fast-growing clean energy industry.

SCTACEE component projects will: create domestic manufacturing capacity for advanced solar panels; deploy clean energy systems including tribally produced solar panels; plan for clean energy development in collaboration with regional partners; and build skills, create jobs, and increase wages for historically excluded Native Americans and other disadvantaged populations in the region. SCTACEE projects will help disadvantaged tribal communities to recover from a range of economic impacts – including longstanding systemic disadvantages and recent extended closures of tribal gaming and tourism operations due to the COVID-19 pandemic – and will build assets that support tribal leadership and economic diversification in the resilient and burgeoning clean energy industry.

Additionally, the SCTACEE initiative will establish an innovative community-focused model for accelerating the just and equitable transition to a clean energy economy – a model that can be replicated and expanded by other communities throughout the state and nation.

Regional Growth Cluster Description

The regional growth cluster includes the SCTCA Economic Development District encompassing 25 SCTCA member tribes, collaborating with a host of public and private partners to accelerate development of a clean energy economy in Southern California. The SCTACEE strategy directly addresses all four key elements for a strong regional growth cluster, as discussed below.

Regional Assets: The SCTACEE initiative develops new solar panel manufacturing capacity as well as economic development and workforce development assets to support rapid and sustained growth of the regional clean energy economy. The strategy builds upon past and current work by SCTCA member tribes to establish tribal goals, strategies, and plans for renewable energy development, as well as numerous projects to install solar generation, energy storage, and microgrid systems at tribal buildings and homes. Importantly, the growth cluster strategy also leverages SCTCA’s history of supporting collaboration among Southern California tribes, and extends that collaboration to build new clean energy assets for economic development.

Industry Leadership: The growth cluster demonstrates strong alignment between the SCTACEE vision and existing and prospective industry needs – namely, the need for local manufacturing, workforce, and development assets to support rapidly growing regional demand for clean energy systems. Numerous leading industry companies and organizations provided letters of support for the initiative, and several are integrally involved with its planning and development. Some notable examples include: GRID Alternatives, a leading solar industry workforce development

¹ The lands of [SCTCA’s 25 member tribes](#) are located within San Diego, Riverside and San Bernardino counties. SCTCA services also benefit Native Americans located in Orange and Santa Barbara counties.

organization that supports training and apprenticeship programs for solar system installers; CHERP Solar Works, which secured licenses for patented IdealPV solar panel technology and developed manufacturing systems and processes enabling communities to utilize those technologies for local benefit; and multiple design, engineering, consulting, construction, investment, technology, and development firms that support a variety of clean energy development projects. SCTACEE anticipates continued engagement with private sector partners to support execution of all four component projects and to help identify and pursue future development opportunities.

Sustainability: The SCTACEE initiative will continue supporting economic development in the SCTCA region by re-investing project returns into new clean energy development initiatives, which in turn will provide additional revenues for further development. The initiative also will continue pursuing additional sources of private and public funding. For the SCTACEE solar panel plants, the CHERP Locally Grown Power network will support sustainability by providing ongoing assistance with procurement of materials and equipment, and by providing training, technical support, and technology upgrades when available. Additionally, the initiative will ensure its sustainability by creating a workforce that is qualified to support implementation of future SCTACEE projects.

Equity: As an economic development initiative focused on tribal communities – which are among the most disadvantaged populations in the country – SCTACEE inherently serves goals for diversity, equity, and inclusion as well as environmental justice. Each Project and the SCTACEE initiative as a whole will prioritize clean energy economic development on tribal lands, as well as training and employment opportunities for Native Americans. Additional outreach efforts – including collaboration with workforce agencies such as the California Indian Manpower Consortium and the San Diego Workforce Partnership – will provide training and employment opportunities for Native Americans and other historically excluded populations, including women, racial minorities, and members of disadvantaged communities. Agreements with subcontractors will include Indian preference and equity policies that require them to source labor and materials from Native American and other disadvantaged sources, when doing so is practical and beneficial.

Coalition Members and Partners

The SCTACEE initiative is led by SCTCA, a non-profit corporation established in 1972 to serve the health, welfare, safety, education, cultural, economic, and employment needs of Southern California tribes. SCTCA collaborates with member tribes and other public and private partners to deliver social services, job training and placement, and digital connectivity for the Southern California tribal community, and manages more than \$16 million in federal and State program funds per year, including TANF grants exceeding \$9.2 million.² SCTCA is governed by a board of directors comprised of tribal chairpersons representing 25 federally recognized tribes. The SCTACEE nonprofit organization will be governed by a board of directors that mirrors the SCTCA Board.

Coalition members include SCTCA and its 25 member tribes. Native American tribes are among the most disadvantaged communities in America. According to the U.S. Department of Health and Human Services, median household income for Native Americans is 30% lower than the national average.³ Longstanding systemic barriers severely constrain economic development and workforce opportunities on southern California tribal lands, including the sites of all proposed SCTACEE component projects. When the federal government established Indian reservations in Southern California, it consigned tribes to land that is remote and arid, with limited access to the infrastructure and services that communities need to flourish.

² Annual totals pre-date the COVID pandemic and therefore omit federal and state grants related to COVID recovery. See *Report of Independent Auditor's and Financial Statements for the Year Ended March 31, 2020*, SCTCA.

³ [American Indians and Alaska Natives - By the Numbers](#), U.S. Department of Health and Human Services.

Southern California tribes historically have faced severe inequities and injustices – including dislocation from cultural resources and industrial pollution and other damage to their agricultural lands and watersheds⁴ – further impeding their economic development. Southern California tribes also are disproportionately affected by climate change, with more frequent and severe wildfires, drought, and flooding, accelerated depletion of clean water supplies, and severe impacts on human health as well as natural and built environments.⁵ Notably, many SCTCA tribes’ reservations, including those that host SCTACEE component projects, are located in high fire hazard areas, with ongoing threats of extended utility outages from Public Safety Power Shutoffs.⁶

Coalition members have identified an urgent need for economic development in sustainable and resilient industries. Although some SCTCA member tribes have created successful gaming and tourism businesses, those enterprises have suffered from economic volatility. The COVID-19 pandemic exacerbated such challenges, forcing gaming casinos and other tourist destinations to close for extended periods, disrupting tribes’ major income sources and highlighting the urgent need for a broader economic foundation. Non-gaming industries have struggled on southern California tribal lands due to constraints on resources, including a shortage of qualified workers.

Four SCTCA member tribes have committed to host SCTACEE component projects. Those tribes, including the Campo Kumeyaay Nation, La Posta Band of Mission Indians, Pala Band of Mission Indians, and San Pasqual Band of Mission Indians, provided letters affirming their commitment to host projects, and committed real estate and infrastructure to those projects. The SCTACEE coalition will leverage support from numerous regional and national partners, including more than 35 organizations that provided letters of support for the Phase 1 and Phase 2 proposals.

Component Projects

The SCTACEE initiative has proposed five complementary, inter-related projects for prospective BBBRC funding – four construction and one non-construction project. Specifically:

1) **Pala SCTACEE Center and Solar Panel Plant:** This proposed new 28,510 ft² facility will (a) house the Regional Economic Competitiveness Officer (RECO) and other SCTACEE staff who will manage, coordinate, and provide technical assistance for all component projects, and support ongoing planning and development to ensure the long-term growth and sustainability of the initiative; (b) house a clean energy workforce development program through classroom training, on-the-job training, and employment opportunities for professions within the SCTACEE initiative; (c) develop and strengthen partnerships among SCTCA tribes and local, state, and federal government agencies, as well as utilities, universities, nonprofits, businesses, other tribes, etc.; and (d) perform outreach and provide education to deepen and broaden the initiative’s impact in SCTCA tribes, other disadvantaged populations, and all other affected communities in the region. The building also will contain a (e) solar panel production line with the same attributes as the La Posta and San Pasqual projects described below. The Project will be built adjacent to the Pala Tribal Administration building in the heart of the Pala Reservation.

2) **La Posta Solar Panel Plant:** *-and-*

3) **San Pasqual Solar Panel Plant:** La Posta, San Pasqual, and Pala will each build and operate a solar panel manufacturing plant on their reservations in partnership with CHERP Solar Works to create local and tribal jobs and produce next-generation solar panels for SCTACEE and other clean energy generation projects. Notably, La Posta expects to redevelop the former La Posta Casino

⁴ [Summary Report – Tribal and Indigenous Communities within California, California Fourth Climate Change Assessment](#); See also M. Connolly Miskwish, *Watersheds of the Southern Coast*, California Tribal Water Summit (11/4/09)

⁵ See for example Pala Band of Mission Indians, [Pala Climate Change Adaptation Plan](#) (2019)

⁶ Office of the State Fire Marshall, [Fire Hazard Severity Zones Maps](#)

(vacant since 2012) for its solar panel manufacturing project. Each of the three plants will be capable of producing solar panels each year totaling 30 MW, for a total of 90 MW of annual manufacturing potential. This total represents a tiny fraction of the regional demand for solar panels, which is set to grow rapidly and steadily in the decades to come. As a result, the three plants will not compete with each other, but rather will cooperate and coordinate to manufacture panels in sufficient numbers to satisfy SCTACEE tribal and other projects as part of the CHERP Solar Works network. Each facility will be its own first customer, producing panels that will be installed at their facility that will cover 100% of the energy demand for a single shift while providing valuable hands-on training, as described under the Workforce Development program below.

4) **Campo Solar Farm:** Campo will build a large-scale solar+storage facility to provide power to community choice aggregators or others, using solar panels produced by tribally owned solar panel factories. The Campo Kumeyaay Nation dedicated a 15-acre parcel of land for deploying the 4.5 MW Campo Solar Farm, and identified adjacent lands appropriate for prospective future solar energy development. In addition to generating power and revenue for the Campo Kumeyaay Nation and the SCTACEE initiative, the Project will be used by the SCTACEE Workforce Development program as a hands-on training site for trainees to install solar panels produced by the three SCTCA solar panel plants. The Project will showcase IdealPV technologies deployed in a larger-scale array.

5) **SCTACEE Workforce Development program:** SCTACEE staff will collaborate with regional workforce development, education, and training organizations to develop and execute training and placement processes to grow a qualified workforce to support the range of SCTACEE clean energy projects, prioritizing Native American and other disadvantaged communities.

Technical and financial analysis confirms all of the proposed component projects are highly feasible.⁷ Preliminary plans apply industry-standard engineering principles and code-compliance requirements, and utilize readily available equipment and materials. Designs for solar panel production lines are based on specifications provided by CHERP Solar Works, which were developed and refined with the benefit of experience from building, commissioning, and operating the Pomona/Claremont Solar Factory. Solar panel plant staffing, operations, procurement, and marketing and distribution all will utilize CHERP's Locally Grown Power methodologies.

Alignment with Regional CEDS

The SCTACEE initiative directly addresses several of the goals established by SCTCA in the CEDS for the SCTCA Economic Development District. Specifically:

CEDS Goal #1 describes strategic action to "Lead the transition to a clean energy economy for tribal nations in Southern California." The goal includes multiple strategic steps that the SCTACEE initiative will fulfill, including facilitating tribal collaboration on clean energy development, accelerating innovation and entrepreneurship centered on clean energy technology and solutions, and developing a diverse local clean energy workforce that prioritizes jobs for Native Americans.

CEDS Goal #2 describes strategic action to improve and maintain infrastructure to support economic prospects for people living in tribal areas. The SCTACEE initiative addresses this goal primarily by supporting local clean energy solutions that reduce tribes' dependence on electric utility infrastructure that is vulnerable to Public Safety Power Shutoffs due to high-risk wildfire conditions.

CEDS Goal #3 calls for developing skills of tribal members to meet the demands of the labor market. The SCTACEE Workforce Development program directly addresses this goal with clean energy technology training and career opportunities, including offering unique skills associated with manufacturing and deploying IdealPV's next-generation solar panels

⁷ See Form ED-900C

CEDS Goal #4 aims to promote tribes' financial self-sufficiency. The SCTACEE initiative directly supports economic independence by creating capacity to manufacture advanced solar panels needed for clean energy systems, including projects serving tribal members and reducing their energy cost burdens. The initiative also will create a workforce to install, operate, and maintain tribally produced solar panels and other clean energy technologies. Building this local combination of assets and capabilities will enable tribes to capture substantially greater value from clean energy development than they could by deploying imported solar panels with non-tribal labor from outside the region. Moreover, the initiative seeks to support ongoing tribal development of clean energy systems for tribal and non-tribal customers, creating a new economic engine that is more sustainable and resilient than tribes' existing income sources – most notably gaming and tourism industries that are subject to extreme and unpredictable market volatility.

In addition to aligning with the regional CEDS, the five component projects of the SCTACEE initiative directly support the full range of EDA Investment Priorities, as summarized below.

Recovery & Resilience: The SCTACEE initiative will help SCTCA tribes to recover from and strengthen their resilience against adverse economic impacts, including extended closures of tribal gaming casinos due to the COVID-19 pandemic.⁸ By manufacturing advanced solar panels, cultivating development in sustainable and resilient industries, and training a clean energy workforce, the Project supports ongoing growth in cleantech industries and multiplying value for the 25 SCTCA member tribes and the entire Southern California region.

Equity and Workforce Development: SCTACEE component projects will provide immediate and ongoing clean energy jobs and job training programs targeting members of SCTCA tribes and other disadvantaged communities throughout Southern California.

Manufacturing: SCTACEE will create new U.S. capacity for production of solar panels based on innovative next-generation technologies representing major advancements in productivity and durability. Also, the initiative will support training a workforce with the specific skills needed to install these advanced solar panels and other clean energy technologies. The three proposed solar panel plant projects will directly create more than 260 manufacturing jobs when they reach full production capacity.⁹ Additionally, the Project will advance the CHERP Locally Grown Power model for community-centered manufacturing, as demonstrated previously at the Pomona/Claremont Solar Factory.¹⁰ This nonprofit model drives a larger share of the solar energy value chain into local communities by manufacturing locally the solar panels they need for the transition to a sustainable and resilient clean energy economy.

Technology-Based Economic Development: SCTACEE activities will support planning, development, and implementation of clean energy projects by SCTCA member tribes as well as entrepreneurs and startups, creating a sustained flow of high-tech jobs. The initiative also will help commercialize the solar panel technologies and manufacturing processes of CHERP Solar Works and IdealPV¹¹ – both U.S. based companies. Full commercialization of these innovative technologies will increase the domestic U.S. share of the solar technology industry by producing locally solar panels that are substantially more productive and more durable than baseline systems.

Environmentally Sustainable Development: SCTACEE will support both economic development planning and implementation of projects that help address the climate crisis by generating power from clean renewable energy and reducing dependence on fossil fuels. In addition,

⁸ [Employment Assessment of Renewable Energy](#), Global Green Growth Institute (June 2020)

⁹ See Form ED-900B

¹⁰ See [CHERP Locally Grown Power website](#)

¹¹ See [IdealPV website](#)

component project sites will apply advanced energy measures including onsite solar electricity and energy storage systems sufficient to offset a substantial portion of their energy use.

Exports & Foreign Direct Investment: The initiative will create new U.S. manufacturing capacity to produce advanced solar panels totaling 90 MW each year. That production capacity is scaled to serve regional and not international markets, in turn, displacing solar panel imports. According to U.S. EIA, almost all solar panels used in the United States today are manufactured in other countries. Additionally, CHERP Solar Works is committed to utilizing Made in America components and materials whenever possible, as part of the company's Locally Grown Power vision. CHERP estimates that nearly 40% of the content in panels produced at its Pomona/Claremont Solar Factory are obtained from U.S. sources, and the company is working to replace other imported materials with Made in America equivalents. CHERP expects soon to increase U.S.-sourced content for IdealPV solar panels to over 50%, with additional progress expected in the future. Accordingly, the Project will not just increase U.S. capacity to manufacture technology products that otherwise would be imported; it also will increase demand for U.S.-made materials and components – stimulating direct investment in American capacity to manufacture those products both for domestic use and for export.

Complementary Initiatives

A key objective of the SCTACEE initiative is to sustain and expand the program beyond the prospective EDA award. SCTACEE is well-positioned to take advantage of many aligned programs that are expected to provide increasing opportunities for economic development in underserved and disadvantaged communities, including tribes. SCTACEE has identified a variety of local, State, and federal policies and programs that support ongoing clean energy development.

California policy aims to simultaneously grow the economy and protect the environment through targets, appropriations, and other policy vehicles. The State requires all new cars to be electric by 2035 and 60% of utility electricity to be produced from renewable sources by 2030. The State has made robust fiscal commitments toward clean energy development, such as utility ratepayer-funded programs including Electric Program Investment Charge grants and the California Electric Vehicle Infrastructure Program. Further, many California programs require significant investment in disadvantaged communities, a designation that includes federally recognized tribes.¹²

Additionally, the federal government aims to catalyze America's clean energy economy and combat climate change and has set goals to make half of all new cars emission-free by 2030, deploy 30 GW of solar generation annually by 2025, reduce GHG emissions by at least 50% below 2005 levels by 2030, and deliver 40% of benefits of federal energy and climate investments to disadvantaged communities. The DOE's recent Solar Futures Study envisions solar as a key part of deep decarbonization of US energy systems through 2050.¹³ The federal government also is accelerating investments in tribal programs within federal appropriations such as American Rescue Plan Act (2021), and the Infrastructure Law (2021).¹⁴ Active energy and climate legislation includes investments in American-made solar manufacturing jobs, a priority of the Biden Administration.

The SCTACEE initiative positions the SCTCA region to rapidly secure and deploy future grants, private investments, and other resources, to accelerate clean energy development.

¹² See California Senate Bill 535 (2012) and Assembly Bill 1550 (2016).

¹³ See [U.S. Department of Energy, Solar Futures Study](#) (Sept. 2021)

¹⁴ See Office of the President, [Building a Better America: A Guidebook to the Bipartisan Infrastructure Law](#) (Jan. 2022)

Metrics of Success

SCTACEE and project hosts will track data demonstrating performance against goals and objectives established for each project relevant to the primary activities it supports. Those goals and objectives, as well as specific metrics for measuring them, include the following:

| Goal or Objective (annual unless otherwise noted) | Target Metrics |
|---|----------------------------------|
| Direct construction jobs (total) | 535 FTEs/year |
| Direct manufacturing/operations jobs | 266 FTEs/year |
| Native American jobs/other DAC jobs– target 20% | TBD FTEs/year |
| Prevailing/high wage jobs | TBD FTEs/year |
| Manufacturing/operations wages paid | \$13,850,000 /year |
| Prevailing/high wages paid | TBD \$/year |
| Construction indirect and induced jobs created (total) | 368 FTEs/year |
| Manufacturing/operations indirect and induced jobs created | 331 FTEs/year |
| Financial expenditures | \$82,215,000 /year |
| Total revenues | \$93,783,000 /year |
| Net revenues | \$11,768,000 /year |
| External funds raised (<i>e.g.</i> , grants, donations, private financing) | TBD \$/year |
| Annual contributions to SCTACEE Initiative (15% net revenue) | \$1,800,000 /year |
| Solar panels manufactured domestically | 288,000 panels/year |
| Solar panels installed locally | 288,000 panels/year |
| Solar energy generated at facility (Year 1) | 11.5 GWh / year |
| GHG emissions offset from solar electricity generated | 369,800 MT CO ₂ /year |
| Fossil fuel usage offsets from solar panels installed | TBD fuel units/year |

Implementation Timeline

The following table provides a general implementation timeline.

| Major Task/Milestone | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|-------------|-------------|-------------|-------------|-------------|
| Pala SCTACEE Center & Solar Panel Plant | Design | Design | Build | Startup | Operate |
| La Posta Solar Panel Plant | Design | Design | Build | Startup | Operate |
| San Pasqual Solar Plant | Design | Design | Build | Startup | Operate |
| Install Panels at Solar Panel Plants | Design | Design | Install | Install | Operate |
| Install Panels at Campo Solar Farm | Design | Design | Design | Build | Operate |
| Solar Panel/Clean Energy Installer Training | Plan | Plan | Train | Train | Phase 3 |

Location

Primary Areas Affected by Projects (FIPS Code):

Campo Reservation (0450), La Posta Reservation (1895), Pala Reservation (2635), San Pasqual Reservation (3460), San Diego County, California (06073)

Congressional District of Applicant and Project: California 50th & 51st Congressional Districts

Proposed Primary Service Areas (FIPS Code): San Diego County (06073), Riverside County (06065), and San Bernardino County (06071)

Region of Expected Impact: Component projects will be located on the Campo, La Posta, Pala, and San Pasqual Reservations, and will support development of additional clean energy technology projects throughout Southern California – most notably on the lands of the 25 SCTCA member tribes, all located within the boundaries of San Diego, Riverside, and San Bernardino Counties.

The geographic footprint of the SCTCA Economic Development District is poised for a transformative investment in economic development. Several SCTCA member tribes already have begun investing in clean and resilient energy systems, including solar generation, energy storage, microgrids, and energy conservation measures, and have identified substantial additional potential for local clean energy investments. The SCTACEE initiative has strong potential to support future investment among SCTCA member tribes, and in the process to establish a robust regional ecosystem for development of clean energy technology businesses that will serve not only tribes but the entire Southern California market for solar panels and deployment of clean energy systems.

Finally, the initiative is expected to build upon Southern California tribes' history of cooperation through the SCTCA organization, and will also foster ongoing collaboration with neighboring communities and governments. Already, SCTACEE's BBBRC Phase 1 clean energy planning and development has fostered groundbreaking cooperation and collaboration among SCTCA member tribes and other local governments and community groups in San Diego, Riverside, and San Bernardino Counties. A BBBRC Phase 2 award will ensure such collaborative efforts will accelerate the just and equitable transition to a regional clean energy economy.

Private Commitments

The RECO and SCTACEE staff members will collaborate with SCTCA member tribes and other local and regional private partners. Several private partners have provided substantial commitments to support the initiative. For example, solar workforce development organization GRID Alternatives agreed to collaborate with SCTACEE to develop and deliver clean energy job training. And CHERP Solar Works committed to support the design, construction, and commissioning of the SCTACEE solar panel manufacturing plants, as well as to train the plants' staff and provide ongoing support for plant operations, maintenance, and upgrades. Numerous additional private entities, including various consultants, technology, architecture, engineering, construction, development, and investment firms, have expressed support for the initiative and readiness to contribute to its success.

Sustainability

Each element of the SCTACEE strategy is designed to support not only itself but also continued clean energy development after the EDA grant period ends. Key elements of this strategy include: 1) capacity to manufacture advanced solar panels for the fast-growing clean energy industry; 2) development of a qualified clean energy workforce; 3) an organization and staff dedicated to cooperative clean energy planning and development; and 4) a self-funding mechanism that provides ongoing capital for SCTACEE operations and new development opportunities. A BBBRC grant award will initiate a virtuous cycle that propels the growth of the initiative and enables continued full-capacity operations of the solar panel plants for ongoing and multiplying economic benefits.

SCTACEE projects will contribute 15% of their net revenues to SCTACEE to fund ongoing operations, including workforce development, economic planning, and project implementation. Revenues from sales of solar energy will fund operations and maintenance costs at the Campo Solar Farm, and costs for solar panel plant operations will be funded by proceeds from sales of solar panels. The CHERP Locally Grown Power network of solar panel plants also will support long-term sustainability by providing ongoing procurement services, technical support, and manufacturing process improvements and technology upgrades. Such future improvements are expected to further optimize solar panel performance and durability, and to reduce manufacturing costs.

The RECO and other SCTACEE staff will initiate and support collaborative economic development planning among SCTCA member tribes. Planning and development functions will position SCTACEE to support future solar energy deployments at tribal buildings and homes, and ultimately non-tribal projects. These opportunities are poised for future growth, given aggressive

clean energy and climate adaptation policies adopted by Southern California counties, California, and the U.S. – as well as mandates and preferences for U.S.-made products and materials.

The proposed SCTACEE component projects include both large- and small-scale generation installations. Importantly, they will serve as showcase sites that exemplify the potential of the SCTACEE model for collaborative development, and validate the real-world performance of the state-of-the-art, tribally produced solar panels in three common configurations. These different showcase sites are essential for outreach and marketing efforts, to secure new customers and immediately begin generating revenue to support the initiative beyond the EDA grant period. Additionally, the generation facilities are vital for the SCTACEE Workforce Development program because they provide actual project sites for hands-on installation training.

The initiative also will ensure its long-term sustainability by maintaining ongoing outreach and engagement activities with a variety of public and private partners, many of which have expressed strong support for the initiative.¹⁵ These outreach efforts will establish tribes' leadership in the regional clean energy economy, cultivating new opportunities for collaboration and development. A primary challenge for funding post-award operations involves the risk that future revenues might underperform expectations. In addition to prioritizing investments in tribal clean energy projects and ventures that generate revenues for the program, SCTACEE will work to mitigate revenue risks by pursuing alternative funding sources, including local, regional, philanthropic, and federal grants available to Native American tribes. These efforts will proceed before and after a prospective Phase 2 grant award, positioning SCTACEE to secure applicable funding when it becomes available.

Labor/ Community

SCTACEE outreach efforts will facilitate engagement and collaboration with such regional tribal and non-tribal workforce agencies as the California Indian Manpower Consortium, Native Hire, Riverside County Workforce Development, San Bernardino Workforce Development, and San Diego Workforce Partnership. In addition to preferences for trainees and new hires from Native American tribes and other excluded populations, SCTACEE programs also will prioritize providing training and jobs for local residents.

The initiative's hiring practices will support strong labor standards and economic benefits for workers. SCTACEE will offer well-paying jobs, and construction contractors will be required to provide prevailing wages to personnel working on projects funded by an EDA award. Further, SCTACEE training programs include on-the-job components that will compensate participants as employees more than double California's minimum wage.

All SCTACEE projects will re-invest their earnings into the local community, by funding economic development, and by contributing at least 15% of net earnings to the SCTACEE initiative to support ongoing community development and clean energy asset investments. Further, the initiative will maintain ongoing outreach with community-based organizations in the region.

Equity

As an economic development initiative focused on tribal communities, SCTACEE inherently serves goals for diversity, equity, and inclusion as well as environmental justice. SCTACEE will be governed by a tribal nonprofit organization chartered to develop sustainable economic growth and technology advancement for Native American communities. SCTACEE will prioritize clean energy economic development on tribal lands, as well as training and employment for Native Americans and other historically excluded populations, including women, racial minorities, and members of disadvantaged communities.

¹⁵ See letters of support in SCTACEE Phase 1 proposal and Phase 2 Overarching proposal.

To ensure maximum benefit for disadvantaged communities, agreements with subcontractors will include Indian preference and equity policies that require them to source labor and materials from Native American and other disadvantaged sources, when doing so is practical and beneficial.

Outcomes

Operational goals for the five SCTACEE component projects and the metrics by which they will be tracked are outlined in the Metrics for Success section. Those goals represent the anticipated performance of the component projects in terms of various types of jobs created (including for members of Native American tribes and other disadvantaged communities); training hours delivered and trainees certified; financial performance including revenues, expenditures, and community investments; solar panels manufactured and installed; and environmental attributes.

Beyond those quantitative operational outcomes, the initiative aims to achieve several important qualitative goals. First, SCTACEE's purpose is to accelerate clean energy development for the purpose of diversifying SCTCA tribes' economic foundation. Accordingly, a key outcome will be for SCTACEE to capture new clean energy development opportunities, beyond the five component projects, that generate revenue for SCTACEE or SCTCA member tribes.

Ideally, some or all such development opportunities will utilize tribally produced solar panels, and will be developed by SCTACEE or individual tribes with support from SCTACEE. Tribal ownership is key to long-term economic resiliency because it captures a greater share of clean energy economic benefits for disadvantaged tribal communities, and it creates a lifetime revenue stream from ongoing sales of energy services rather than one-time sales of products. A key outcome for ensuring the initiative's long-term resilience, therefore, will be for SCTACEE to create and deploy organizational capacity for planning and managing implementation of clean energy projects.

Additionally, the initiative aims to foster a regional knowledge ecosystem that encourages information sharing and cooperation on clean energy development among SCTCA member tribes and regional stakeholders. A key outcome from this objective will be for SCTACEE to implement a framework for collaboration, and to facilitate ongoing joint assessment of regional vulnerabilities that may be addressed with economic development including SCTACEE clean energy projects.

Changes

During Phase 1 of the BBBRC program, the SCTACEE team worked closely with coalition members on collaborative planning and analysis. Those efforts and the information they revealed led SCTACEE to make a few substantial changes to the SCTACEE proposal, including removing some component projects that were identified in the Phase 1 proposal. Initial plans had identified opportunities to develop one or more wireless dynamic EV charging roadways and clean energy microgrids, as well as an inter-tribal transactive energy micro-market. Further analysis showed that while these projects offered potential benefits, they either weren't well aligned with EDA priorities or they presented feasibility challenges.

Additionally, collaborative planning efforts identified several current and pending grant programs that target clean energy and climate adaptation solutions. These and other potential resources led the team to include additional efforts to seek grant funding as part of the SCTACEE strategy for developing clean energy projects and programs.