

Table of Contents

Building Acronyms	2
List of Tables	3
List of Figures	3
Acknowledgements	3
Executive Summary	4
Solar Production to Date	4
Project Overview	8
Activities Performed, September 2015 to September 2019	12
Lessons Learned	16
Conclusions	17
Appendix	17

Building Acronyms

IMAC	Irene Moore Activity Center
ANNEX	building addition to IMAC
OCHC	Oneida Community Health Center
AJRCCC	Anna John Resident Centered Care Community
FD	Food Distribution
ESA	Elder Service Apartments
CHRC	County H Recreation Center (Cliff Webster Building)

List of Tables

Table 1 SDTF solar production, pounds of carbon dioxide saved annually, and trees planted equivalency	5
Table 2 Utility electricity usage, solar production, energy costs, and energy savings by Facility; 7	
Table 3 SDTF Task Schedule	13

List of Figures

Figure 1 AJRCCC solar energy production since commissioning (SunVest data monitoring webpage).....	5
Figure 2 Cumulative production of SDTF project.....	6
Figure 3 Food Distribution.....	10
Figure 4 Elder Service Apartments.....	10
Figure 5 County H Recreation Center	10
Figure 6 Oneida Community Health Center	11
Figure 7 Anna John Resident Centered Care Community.....	11
Figure 8 Irene Moore Activity Center + Annex.....	11
Figure 9 Electrician Workshop, November 2017	15
Figure 10 Solaredge data monitoring website featuring the AJRCCC physical layout option. ...	15
Figure 13, Initial solar deployment proposal on Tribal facilities.....	18
Figure 14 Final SDTF project brochure advertising the ribbon cutting ceremony.....	19

Acknowledgements

We would like to thank the Department of Energy, Office of Indian Energy for their continued support and assistance with this project and our overall partnership. Special thanks to our Project Officer Lizana Pierce and Project Monitor Jennifer Luna. Thanks to all contractors and consultants involved with this project. Thanks especially to the Oneida Community, Business Committee, Oneida Energy Team, and the many staff that contributed to the success of this project!

Executive Summary

Oneida Nation is located in Northeast Wisconsin. The reservation is approximately 96 square miles (8 miles x 12 miles), or 65,000 acres. The greater Green Bay area is east and adjacent to the reservation. A county line roughly splits the reservation in half; the west half is in Outagamie County and the east half is in Brown County. Similarly, the west half is serviced by WE Energies and the east half is serviced by Wisconsin Public Service. Both are investor owned utilities. Land use is predominantly agriculture on the west 2/3 and suburban on the east 1/3 of the reservation. Nearly 5,000 tribally enrolled members live in the reservation with a total population of about 18,000. Tribal ownership is scattered across the reservation and totals about 30,000 acres.



Currently, Oneida Nation residences and facilities receive most electrical and natural gas services from the two utilities. All urban and suburban buildings have access to natural gas. About 15% of the population and five Tribal facilities are in rural locations that use propane as a primary heating fuel. Wood, oil, and electricity are also used as primary or supplemental heat sources for a small percentage of the population. Few renewable energy systems used to generate electricity or heat have been installed on the Oneida Reservation, however there has been modest increases in recent years.

The Solar Deployment on Tribal Facilities (SDTF) project is the culmination of several years of planning initiated by the Energy Team. The Energy Optimization Project (EOP) an initiative to assess local renewable energy resources available to Oneida Nation. This project also evaluated renewable portfolio standard options for consideration. The formation of the SDTF project is largely a result of that project. It concluded that solar offered considerable early benefits compared to other resources like wind or biomass. Such conclusions were relative ease of installation, flexible and scalable design, direct benefit for recipient buildings, long life, robust equipment, and maintenance capabilities by trained Tribal staff.

Solar Production to Date

Table 1 presents a summary of production of the SDTF project. Since early 2018 the 6-building, 800-kilowatt solar installation has produced more than 1370 MWh. It has reduced CO₂ emissions by 2.2 million pounds. That's equivalent to planting 55,000 trees. Figure 1 graph presents the 21-month production for the AJRCCC. Similarly, Figure 2 is a graph of the cumulative production for all six photovoltaic systems over the 21-month period. The table that follows are the data values.

Table 2 Utility electricity usage, solar production, energy costs, and energy savings by Facility; is a summary based on WPS and WE Energies utility data received from their respective websites. It's a comparison of costs and savings for three fiscal years, FY17 to FY19. FY 17 was the last year of 100% utility energy. The difference between FY 18 and FY17 is the upper table; the difference between FY19 and FY17 is the bottom table. Both solar + utility years show a minimum annual savings of \$20,000. Based on Power Purchase Agreement terms it wasn't clear what the savings would be before the partnership-flip was anticipated to happen (about in year 8). Early savings provided a little more certainty that the project is doing what it was designed to do.

Table 1 SDTF solar production, pounds of carbon dioxide saved annually, and trees planted equivalency January 2018 to September 2019

	kilowatts	MWh	lbs CO2	trees planted
IMAC+ANNEX	258	390	643,500	16,100
OCHC	169	290	465,791	11,600
AJRCCC	166	267	442,526	11,200
FD	99	206	323,764	8,100
ESA	68	130	201,392	5,000
CHRC	42	87	142,985	3,600
21 month total	802	1,370	2,219,958	55,600

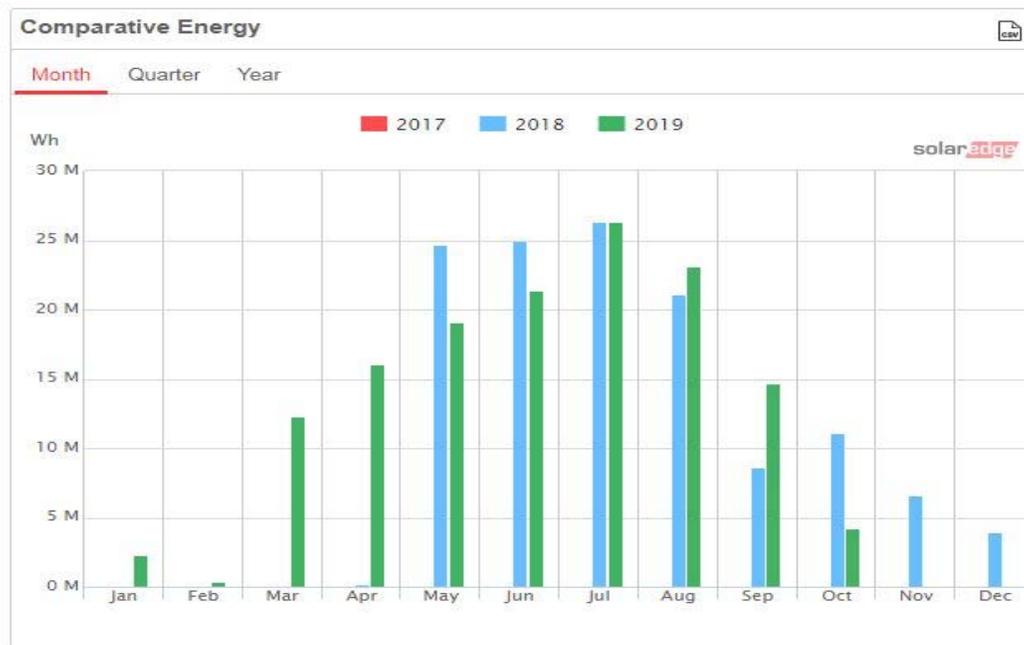
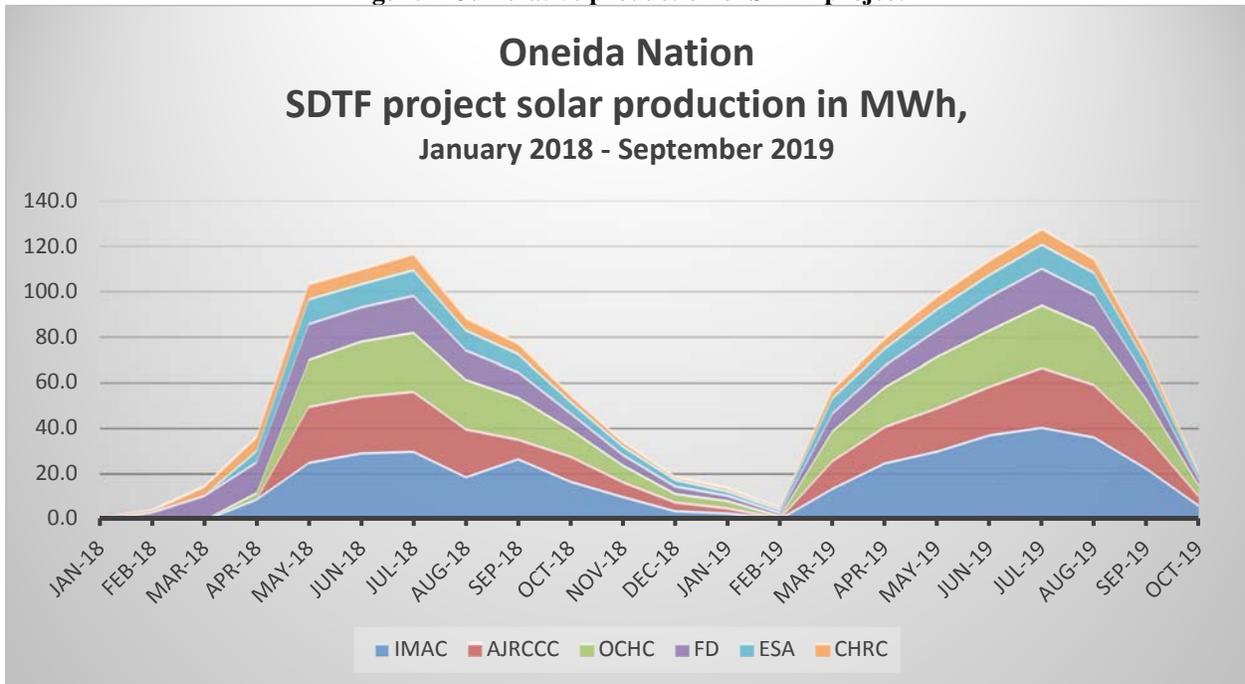


Figure 1 AJRCCC solar energy production since commissioning (SunVest data monitoring webpage)

Figure 2 Cumulative production of SDTF project



month	IMAC	AJRCCC	OCHC	FD	ESA	CHRC	total
Jan-18	0.0	0.0	0.0	0.3	0.0	0.3	0.6 MWh
Feb-18	0.0	0.0	0.0	3.6	0.0	0.7	4.3
Mar-18	0.0	0.0	0.1	10.8	0.0	3.9	14.8
Apr-18	9.3	0.1	2.7	13.7	4.9	6.0	36.6
May-18	25.5	24.7	20.4	15.8	10.8	6.8	103.9
Jun-18	29.6	24.9	24.1	15.1	10.2	6.5	110.4
Jul-18	30.4	26.4	25.7	16.4	11.2	7.1	117.1
Aug-18	19.1	21.1	21.7	12.8	8.8	5.4	88.9
Sep-18	27.0	8.6	18.4	11.3	7.8	4.7	77.8
Oct-18	17.2	11.1	11.9	7.1	5.1	2.9	55.2
Nov-18	10.4	6.6	7.3	4.7	3.6	2.0	34.6
Dec-18	4.1	3.9	3.7	3.3	2.8	1.1	19.0
Jan-19	3.2	2.3	3.1	2.5	1.8	1.3	14.1
Feb-19	0.6	0.4	0.9	1.5	1.3	0.7	5.4
Mar-19	14.0	12.3	13.0	7.9	6.7	3.6	57.5
Apr-19	25.2	16.0	17.4	9.5	7.4	4.4	79.9
May-19	30.4	19.0	22.4	11.8	9.2	5.7	98.5
Jun-19	37.5	21.3	24.6	14.8	9.7	6.3	114.2
Jul-19	40.9	26.3	27.4	16.2	10.5	6.8	128.1
Aug-19	36.7	23.1	24.7	14.6	9.8	6.1	115.0
Sep-19	22.8	14.7	15.8	9.4	6.5	3.9	73.0
Oct-19	6.5	4.3	4.6	2.8	2.0	1.0	21.2
total	390.4	267.2	289.7	205.8	130.0	87.1	1370.2 MWh

Table 2 Utility electricity usage, solar production, energy costs, and energy savings by Facility;
see notes below.

Facility	abbrev	Electric Use kWh FY17	Utility costs for electricity FY17	Electric Use kWh FY18	Utility costs for electricity FY18	Solar costs for electricity FY18	Total Utility + Solar FY18	FY18 - FY17 difference
Food Distribution	FD	118,000	\$14,744	4,680	\$3,699	\$8,081	\$11,779	(\$2,965)
County H Recreation Center	CHRC	62,400	\$8,461	28,647	\$4,034	\$3,350	\$7,383	(\$1,078)
Elder Serviv Apartments	ESA	284,640	\$26,663	258,385	\$23,478	\$4,352	\$27,830	\$1,167
Anna John	AJRCCC	1,236,160	\$95,475	1,058,832	\$79,978	\$8,571	\$88,549	(\$6,925)
Health Center	OCHC	1,057,680	\$84,719	875,913	\$69,229	\$9,148	\$78,377	(\$6,342)
IMAC	IMAC	1,320,600	\$97,117	1,214,240	\$88,348	\$4,907	\$93,255	(\$3,862)
IMAC-Annex	ANNEX	1,617,120	\$117,614	1,437,077	\$101,144	\$6,505	\$107,648	(\$9,966)
		5,696,600	\$444,794	4,877,774	\$369,910	\$44,914	\$414,823	(\$29,970.53)
Facility	abbrev	Electric Use kWh FY17	Utility costs for electricity FY17	Electric Use kWh FY19	Utility costs for electricity FY19	Solar costs for electricity FY19	Total Utility + Solar FY19	FY19 - FY17 difference
Food Distribution	FD	118,000	\$14,744	(6,280)	\$1,756	\$8,368	\$10,124	(\$4,620)
County H Recreation Center	CHRC	62,400	\$8,461	31,762	\$4,419	\$3,625	\$8,044	(\$417)
Elder Serviv Apartments	ESA	284,640	\$26,663	245,724	\$22,685	\$6,018	\$28,702	\$2,039
Anna John	AJRCCC	1,236,160	\$95,475	1,005,821	\$74,647	\$12,728	\$87,376	(\$8,099)
Health Center	OCHC	1,057,680	\$84,719	877,989	\$69,543	\$13,938	\$83,481	(\$1,239)
IMAC	IMAC	1,320,600	\$97,117	1,248,530	\$85,513	\$8,462	\$93,975	(\$3,142)
IMAC-Annex	ANNEX	1,617,120	\$117,614	1,580,358	\$100,949	\$11,217	\$112,166	(\$5,448)
		5,696,600	\$444,794	4,983,904	\$359,513	\$64,356	\$423,869	(\$20,924.84)

- * Oneida Nation fiscal year is October to September.
- * FY17 was the last year of 100% utility energy received by the recipient facilities.
- * In FY18, FD and CHRC PV were commissioned in December 2017; the remaining PV systems were commissioned in April 2018.
- * FY 19 was the first full year of combined solar and utility energy for each facility; this table includes utility and solar energy information through September 2019; savings in red.

Project Overview

SDTF Objectives

The project objectives are to 1) assemble a technical, legal, and financial team, comprised of internal and external specialists to support the project throughout its life, 2) solicit proposals from installer/investor partnerships and choose one that meets the needs of the Tribe and the project, 3) develop a business structure, power purchase agreement, and operations & maintenance plan that minimizes risk to the Tribe, and 4) create a design/build contract to install about 700 kilowatts of photovoltaic modules on multiple Tribal facilities that meet code requirements.

Background

The Energy Team, established in 2008, had set priorities for Tribal facility energy consumption, transportation efficiency, residential energy, and renewable energy (RE). Oneida Nation has installed small-scale RE projects in years past, however the strategic application and on-going maintenance proved to be a challenge. The growing asset list of government facilities under the Tribe's control and the dedicated staff responsible for its maintenance provided evidence that energy and maintenance costs will also continue to grow. It also provided an opportunity for the deployment of EE and RE to help reduce these costs. Energy efficiency, primarily through lighting upgrades, is a first step to stabilize costs. RE is a second step to stabilize and perhaps decrease utility energy consumption and cut fossil fuel consumption.

Previous internal studies on renewable opportunities show that solar is a short-term solution due to its scalability, flexibility, direct usage, and falling prices in an established industry. Other technologies like wind and biomass require long-term planning and greater upfront infrastructure investment. All technologies present difficult financial, technical, and market hurdles to overcome. Despite the falling prices, the cost of solar still falls short of meeting the financial criteria and standards that have been established by popular economic theory. Conflicting policies issued at the federal, state, & utility commission levels, and the apparent disapproval of this technology by the local utilities also present challenges limiting the wide-spread deployment of solar. Grants, investor support, and other non-conventional financing mechanisms are still necessary components if cleaner, more responsible energy technologies are desired.

Partners

Solar Developer:	Oneida Nation PO Box 365, Oneida, WI 54155 Michael Troge, Project Manager mtroge@oneidanation.org
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Solar Installer:	Current Electric Co 12625 W Burleigh Rd Chuck Smith, President Chuck@currentelectricco.com
Legal Consultant:	Ater Wynne LLP 1331 NW Lovejoy St, Suite 900, Portland, OR 97209 David Connell, Partner ldc@aterwynne.com
Financial Consultant:	BDO Consultants Fick Daubenspeck, ASA, MRICS rdaubenspeck@bdo.com
SDTF Managing Entity:	Oneida Nation Solar, LLC

Food Distribution Center, FD

- Utility: WE Energies
- Annual energy use: 123,000 kWh
- Solar array: 98.5 kw
- Annual production: 119,000 kWh
- % of usage: 97%
- # of modules: 294
- Racking: Tilt-up S5 clips



Figure 3 Food Distribution



Figure 4 Elder Service Apartments

Elder Service Apartments, ESA

- Utility: WPS
- Annual energy use: 307,000 kWh
- Solar array: 68.3 kw
- Annual production: 88,000 kWh
- % of Usage: 29%
- # of modules: 204
- Racking: Tilt-up S5 clips

County H Recreation Center, CHRC

- Utility: WE Energies
- Annual energy use: 61,000 kWh
- Solar array: 41.5 kw
- Annual production: 39,000 kWh
- % of usage: 64%
- # of modules: 46
- Racking: flush-mount S5 clips

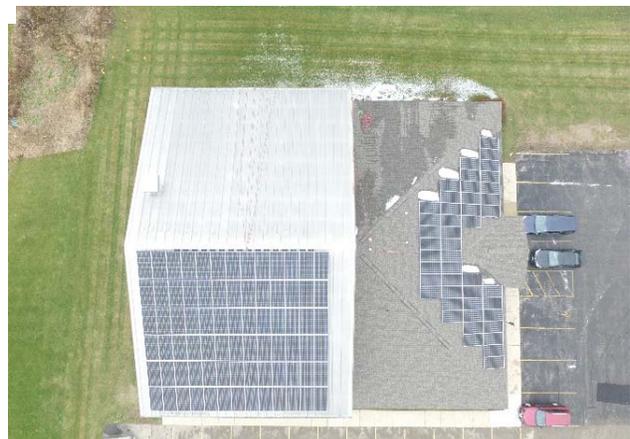


Figure 5 County H Recreation Center



Figure 6 Oneida Community Health Center

Oneida Community Health Center, CHRC

- Utility: WPS
- Annual energy use: 1,100,000 kWh
- Solar array: 168.8 kw
- Annual production: 213,000 kWh
- % of usage: 19%
- # of modules: 504
- Racking: ballast

Anna John Resident Centered Care Community, AJRCCC

- Utility: WPS
- Annual energy use: 1,500,000 kWh
- Solar array: 165.5 kw
- Annual production: 208,000 kWh
- % of usage: 14%
- # of modules: 494
- Racking: ballast



Figure 7 Anna John Resident Centered Care Community



Figure 8 Irene Moore Activity Center + Annex

Irene Moore Activity Center + Annex, IMAC + Annex

- Utility: WPS
- Annual energy use: 2,530,000 kWh
- Solar array: 99.8 kw + 157.5 kw
- Annual production: 414,000 kWh
- % of usage: 16%
- # of modules: 768
- Racking: ballast

Activities Performed, September 2015 to September 2019

Phase 1 of the SDTF project, including contract development, planning, design, PPA development, structural analyses, permits, approvals, and installation plans commenced in September 2015. Phase 2, construction, commenced in September 2017. All six PV systems were built by December 2017. The remaining interconnection agreements were signed by April 2018. Within a few weeks, online monitoring of all systems had begun to gather data from inverter memory. As required by the Department of Energy Office of Indian Energy, 12 months of data monitoring began by June of 2018.

- ✓ **Contract development**
 - **Solar investor** able to participate in PPA negotiations
 - **Solar contractor** to install project
 - **Legal support** to represent Oneida Nation during PPA development
 - **Financial analyst** to forecast cash flows
- ✓ **Financial strategy to support project**
 - **Possible end to Investor Tax Credit** – A critical component of an investor partnership in a Power Purchase Agreement scenario is the use of the Investor Tax Credit (ITC). The 30% ITC was due to expire by December 2015. Congress was able to renew legislation and extend the ITC. Beginning in 2020, the ITC will ramp down from 26% to 10% in 2022.
 - **Power Purchase Agreement and Operating Agreement** – Considerable effort was dedicated to the development of the power purchase agreement that is comprised of the following documents:
 - Operating Agreement – defines the terms of the agreement between Oneida Nation and SunVest Solar.
 - Solar Power Purchase Agreement – Describes in detail each PV systems that is part of the PPA.
 - Solar PV Contract for Purchase – Describes the scope of the contract for equipment and services
 - Solar Power Purchase Agreement Amendment – drafted to address liability insurance coverage.
- ✓ **Solar design**
 - **Weekly team meetings** - Table 3 SDTF Task Schedule used to track progress.
 - **Building Selection** – The building list was finalized by end of Summer 2016. The original list of building recipients included the Tribal elementary school (Turtle School); it has significant energy requirements and is located in a more desirable interconnection territory; less than ideal roof characteristics, ground mount challenges, BIA ownership, and a BIE maintenance budget were determined to be greater obstacles than what could be addressed within the project timeline.

Table 3 SDTF Task Schedule

Task Number Per Statement of Work	Title or Brief Task Description	Task Completion Date				Progress Notes
		Original Planned	Revised Planned	Actual	Percent Complete	
1.1	Grant terms and award	M2	M3	M3	100%	Approved by DOE and Business Committee
1.2	Capital Improvement Project: project organization, communication plan.	M4	M6	M6	100%	Grant award signed; communication plan created; communication is continuous.
1.2	PPA Preparation: legal, technical & financial consultant on board; contractor RFP issued.	M4	M15	M15	100%	BDO Consulting, Ater Wynne LLP, & NREL START Team on contract.
1.3	Proposal Evaluation: proposal scoring, contractor selection.	M5	M7	M7	100%	Investor and contractor selected.
1.4	PPA Development: funding strategy, business entity development.	M9	M19	M23	100%	Operating Agreement, PPA, and Construction contract language complete.
2.1	Design Development: Contract, design, interconnection, design review.	M11	M20	M23	100%	6 buildings selected; initial drawings and specs approved by Facility staff.
2.2	Construction Plan: Blueprints, plan review.	M12	M20	M24	100%	Design complete; Plan issued upon signing of contract in July, 2017.
3.1	Pre-Construction: field evaluations, approvals, agreements, safety plans.	M14	M20	M24	100%	Structural analysis has passed for all buildings; Permits received.
3.2	Construction: Monitor progress, back-up plans.	M18	M28	M28	100%	Started 8/1/17; anticipate End 12/1/17. Weekly meetings.
3.3	Training: Staff training on system operation, O&M plan, project complete.	M18	M27	M27	100%	Staff Electrical staff continue to attend 3 rd party training.
4.1	Final Report: System commissioning.	M21	M32	M33	100%	Includes report, as-builts, staff tour.
4.2	Energy Data: data collection, production totals.	M32	M47	M47	100%	Commence when commissioning is complete (04/2018)

- **Structural analyses** – by Spring 2017 the analyses concluded that all roofs had sufficient residual capacity to support the load increases. The conclusions of the analyses were tested shortly after the systems were installed; in April 2018 nearly 40 inches of snow fell over the course of a couple weeks; no damage was reported.
- **Designed to NEC 2017** – In anticipation of a transition to NEC2017 electric standards the project team agreed to design the system accordingly; rapid-shutdown is a requirement of the new standards.
- **FAA glare analysis** – Four facilities are within a critical radius of the Brown County Austen Straubel Airport. FAA required the Project Team to do aeronautical studies to determine possible risks to incoming and outgoing aircraft. In May 2017 the FAA did issue a “Determination of No Hazard to Air Navigation”.
- **Interconnection** – The utilities have been questioning the legitimacy of 3rd party ownership of solar in Wisconsin for many years. The policies are vague and the Public Service Commission of Wisconsin is resistant to open a docket to clarify the language. Several systems were stayed dormant for nearly four months as negotiations continued. In April 2018 the systems were operational.
- ✓ **Address leadership concerns**
 - Communication Plan – Oneida Nation was able to utilize the Office of Indian Energy START Program in October 2015 for a facilitated communications workshop led by National Renewable Energy Laboratory. The Plan is attached.
 - Garner support for 3rd party ownership – The PPA relationship led to the formation of Oneida Nation Solar LLC with Oneida Nation and SunVest being the sole members. Translating the details of the PPA to the Business Committee and Community members requires a strategy!
- ✓ **Operation & maintenance**
 - **Forecast costs** – The cash flow analysis required an estimation of annual maintenance costs. Studies have been published to provide those estimates, however these costs vary significantly depending on system size, complexity, region, equipment, and available skilled personnel.
 - **Data Monitoring** – Solaredge is the manufacturer of the inverters that were specified for this project. data monitoring is available with advanced website capabilities. Communications between the installer and the IT staff are critical for the network to meet data transfer protocols. Troubleshooting was on-going for a few months. Figure 10 is a snapshot of the Solaredge monitoring webpage featuring the AJRCCC solar layout. There are a lot of

- **Electrician Training** – During the Summer of 2016 electricians attended solar-PV courses offered by the Midwest Renewable Energy Association. In November 2017 Gaming and Facility electricians participated in a workshop to upgrade inverters on an Oneida Nation PV system that was installed in 1999.



Figure 9 Electrician Workshop, November 2017

- The electricians also participated in weekly design and construction meetings throughout the project schedule. This training was funded in part by the Wisconsin Office of Energy Innovation, formerly the State Energy Office.
- **Equipment upgrades** – Occasional network and equipment failures have prevented the data transfer to the online portal.
- **Summarize energy costs and savings** – periodic tracking of energy used by each building requires access to utility billing, usually through the utility website. By cross-referencing usage information and solar data monitoring, the information can be summarized to determine actual benefit, which is provided in Table 2

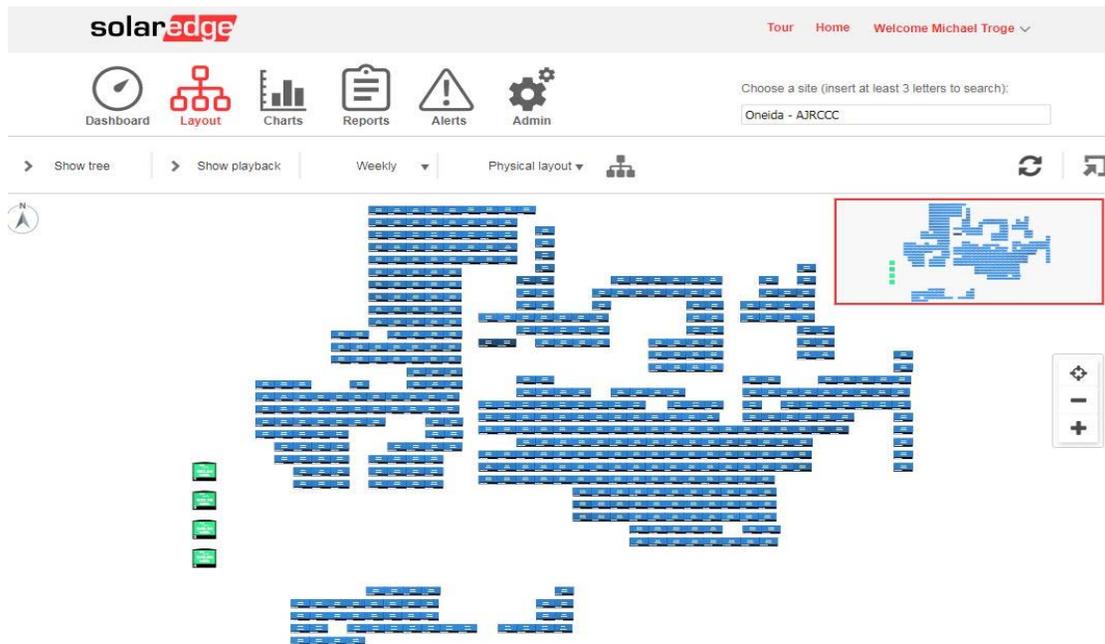


Figure 10 Solaredge data monitoring website featuring the AJRCCC physical layout option.

Lessons Learned

- Complex business structures were difficult to describe in layman’s terms.
- The Solar Developer’s legal representative must have specific expertise with PPA negotiations.
- 3rd party ownership is not broadly supported by the utility community.
- Unique funding options will get increasingly complex to account for interconnection policies, tax status, changes to infrastructure, etc.
- Certain structures enrolled in Federal agency programs can prevent solar deployment. For example, the elementary school is receiving benefits from the Bureau of Indian Education; solar offsets interfered with energy subsidies distributed by the BIE.
- In an effort to promote long-term planning for future construction projects, project pre-feasibility will allow communities to build a list of “shovel-ready” projects that can be activated as funding becomes available.
- Project Manager needs at least an intermediate level of understanding in a broad range of disciplines, including financial analyses, cash flow development, energy law, electrical principles, solar principles, building selection, solar equipment, interconnection, data management, and troubleshooting.
- Communications are critical.
- Office of Indian Energy and the National Renewable Energy Laboratory have a long list of resources that Tribes have access to.
- Projects get more expensive the longer they get.
- Building and maintaining a project from beginning to end is necessary for project success.
- Modeling energy project investment scenarios in a dynamic economic and complex political environment is challenging.
- Solar equipment options are increasing significantly.
- Buy-in and commitment are not automatic.
- A small number of large-scale energy projects are easier to manage and maintain compared to a large number of small-scale projects.
- The energy infrastructure is strictly driven by economic forces.
- Energy considerations and strategies need consensus by a critical mass.
- Payback does not account for a community’s long-term commitment to geographic roots, environmental principles, emergency preparedness, and adaptation plans.
- Energy savings are not recognized as revenue in an organization’s accounting procedures.
- The gradual erosion of policies, incentives, and tax benefits that support renewable energy development will have a direct and profound impact on a successful clean energy portfolio.

Conclusions

The Oneida Nation Solar Deployment on Tribal Facilities project was nearly a four-year project with a few more years of data gathering to support the project. The Project Team showed great commitment to the project. The contractors and consultants were very supportive and able to answer questions. The Oneida Nation Community and Committees were very interested in the project and generally supported it throughout the timeline. My thanks to all of those involved in the planning, development, construction, and post-construction activities.

Appendix

List of documents:

1. Initial SDTF proposal
2. Final SDTF project summary
3. SDTF Communications Plan

Figure 11, Initial solar deployment proposal on Tribal facilities

Project Proposal

Oneida Energy Team Emerging Issues

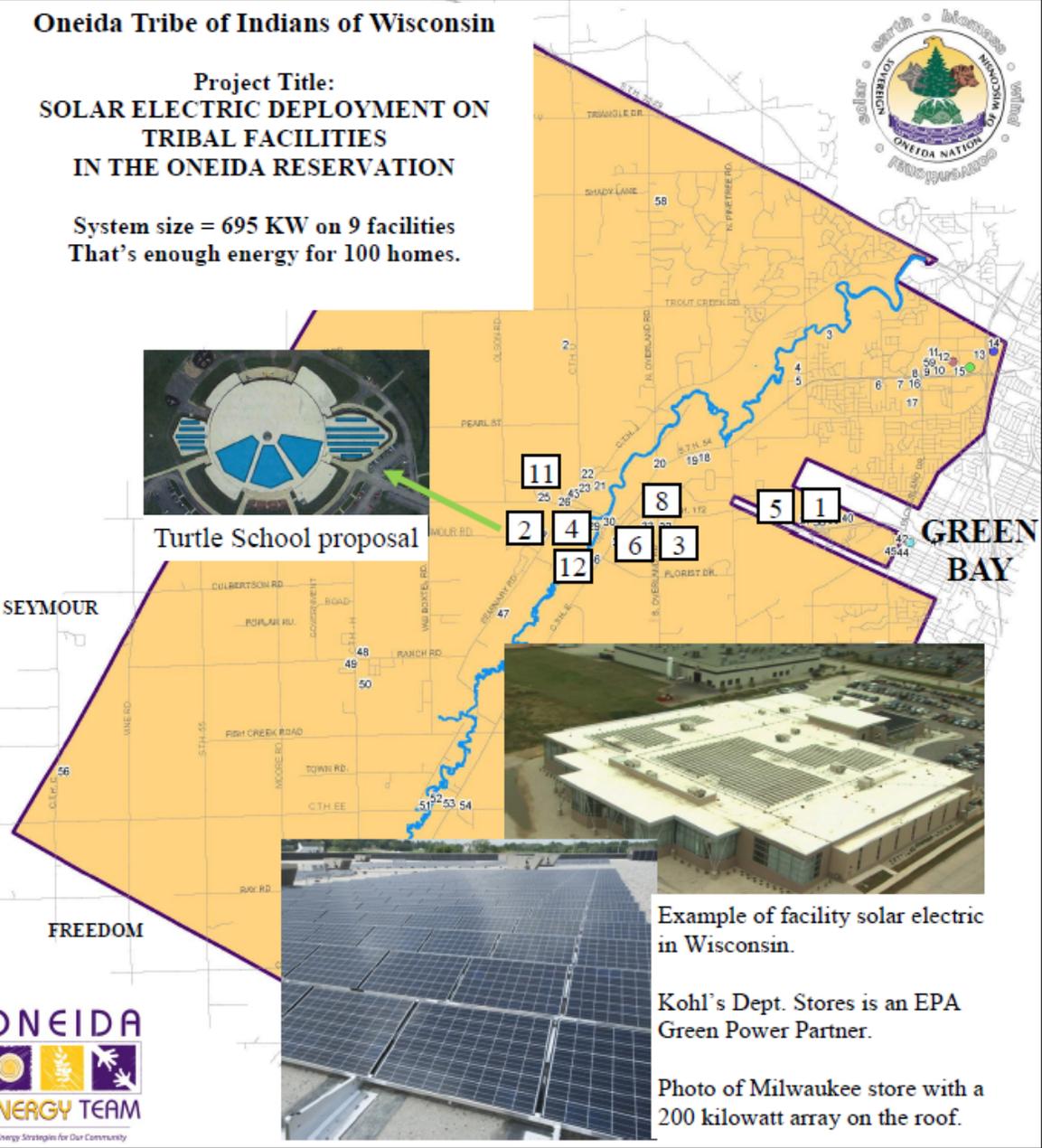
Figure M-1

Control Number:1021-1530

Oneida Tribe of Indians of Wisconsin

**Project Title:
 SOLAR ELECTRIC DEPLOYMENT ON
 TRIBAL FACILITIES
 IN THE ONEIDA RESERVATION**

System size = 695 KW on 9 facilities
 That's enough energy for 100 homes.



Example of facility solar electric in Wisconsin.

Kohl's Dept. Stores is an EPA Green Power Partner.

Photo of Milwaukee store with a 200 kilowatt array on the roof.

PHOTOVOLTAIC DEPLOYMENT ON TRIBAL FACILITIES

- | | |
|---|--|
| 1 = Irene Moore Activity Center, 170 kw | 6 = Elder Services, 95 kw |
| 2 = Turtle School, 100 kw | 7 = Department of Land Management, 20 kw |
| 3 = Community Health Center, 100 kw | 8 = Food Distribution Center, 20 kw |
| 4 = Norbert Hill Center, 90 kw | 9 = Oneida Police Department, 20 kw |
| 5 = Gaming Warehouse, 80 kw | |

Contact Information
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BE SAFE...LIVE WELL... ENJOY THE LAND

September, 2014

Figure 12 Final SDTF project brochure advertising the ribbon cutting ceremony

ONEIDA NATION
 SOLAR DEPLOYMENT PROJECT

Project
 Update

RIBBON CUTTING CEREMONY

September 18, 2018 @ 3:00
 2901 South Overland Road
 Oneida, WI 54155

ANNA JOHN CARE COMMUNITY





HEALTH CENTER



IMAC



ELDER SERVICE APARTMENTS



CTY H RECREATION



FOOD DISTRIBUTION



PHOTOVOLTAIC DEPLOYMENT ON TRIBAL FACILITIES project list

1 = Irene Moore Activity Center / Annex	260 kilowatts
2 = Anna John Resident Centered Care Community	168 kilowatts
3 = Oneida Community Health Center	164 kilowatts
4 = Food Distribution Center	100 kilowatts
5 = Oneida Elder Service Apartments	68 kilowatts
6 = County Hwy H Recreation Center	38 kilowatts

BE SAFE...LIVE WELL... ENJOY THE LAND

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September , 2018

Page 19 of 40



U.S. DEPARTMENT OF
ENERGY

Office of
Indian Energy



Oneida Nation of Wisconsin

Strategic Communications Plan for the
Solar Deployment on Tribal Facilities Project

3/11/2016

Oneida Energy Team
and
U.S. Department of Energy | Office of Indian Energy
1000 Independence Ave. SW, Washington DC 20585 | 202-586-1272
energy.gov/indianenergy | indianenergy@hq.doe.gov

Table of Contents

Vision 22
 Oneida’s Draft Vision Statement 22

Statement of Need 24
 Oneida’s Draft Statement of Need 24

Project Summary 24
 Oneida’s Draft Project Summary 24

Target Audiences 25
 Oneida’s Target Audiences 25

Project Champions 26
 Oneida’s Project Champions 26

Project Partners 26
 Oneida’s Project Partners 26

Project Tagline 27
 Oneida’s Draft Tagline 27

Key Messaging 28
 Oneida’s Key Messages: Project Benefits 28
 Oneida’s Key Messages: Solar Energy 28
 Oneida’s Key Messages: Project Structure 30

Communications Goals 30
 Oneida’s Communications Goals 30

Communications Strategies and Tactics 31
 Example Tactics 31

Aligning Goals, Strategies, and Tactics 31

Aligning Goals, Strategies, and Tactics 32

Aligning Goals, Strategies, and Tactics 34

Tips for Success: Develop a Schedule 35
 Example 35

Tips for Success: Establish a Budget 35
 Example 35

Tips for Success: Establish and Track Metrics 36
 Example Metrics 36

Crisis Management: Communications Best Practices 37

Crisis Response Kit 38
Social Media and Crisis Communications 38
General Social Media Best Practices 39
Responding to Social Media Crises 39
Guidance for Responding to a Crisis via Social Media 39

Vision

The vision describes where you want to be—where you see your community years from now. It communicates the initiative’s purpose in terms of the organization’s values (guiding beliefs) rather than bottom-line measures. Designed to inspire and build support, the vision shapes people’s understanding of how the initiative will benefit the community and why they should support it, gives them direction about actions they can take, and inspires them to give their best.

Oneida’s Draft Vision Statement

The following statement is based on the consensus the group reached during the October Strategic Communications Planning workshop and can serve as a starting point for the tribal energy vision: