

1.0 PROJECT SYNOPSIS

A Vision for Transforming Rural Utah’s Coal Economy into Nation’s Leader in Clean Energy

Utah is a state filled with majestic landscapes and abundant energy resources. For generations, Utah’s communities have relied on coal to fuel Utah’s economic growth and, as an energy exporter, to support the energy needs of the Western United States. Communities have grown around coal resources and coal-fueled power plants. In recent years, Utah’s energy economy has experienced rapid change. Since 2015, 97% of Utah’s new electric generating capacity is powered by solar energy.¹ These changes strain communities that have been reliant on coal as a singular economic base. In the face of coal mine closures and retiring coal-fueled power plants, Utah’s coal communities face devastating losses of direct and indirect jobs, as well as resulting losses in future talent as young people migrate to find opportunities elsewhere. Furthermore, low energy costs have been integral to economic growth. In 2020, Utah tied Wyoming for the cheapest electricity rates in the nation.² Utah's ability to attract industries will be significantly impacted in the absence of the reliable, durable, low-cost power that coal energy provides.

The Utah Rural Energy Innovation and Diversification Cluster

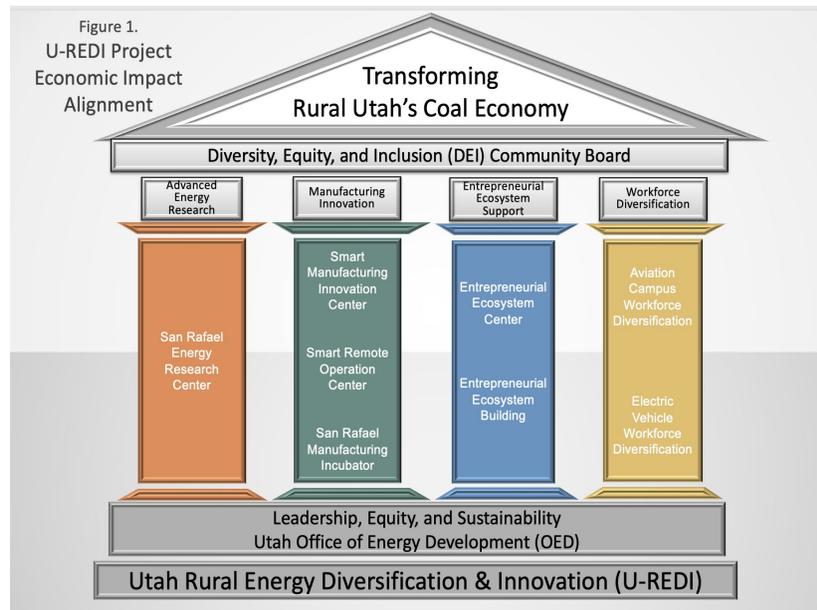
The Utah Rural Energy Diversification and Innovation (U-REDI) regional growth cluster embraces

its heritage as an energy provider for Utah and the Western United States, and is committed to addressing the challenges of a rapidly changing energy economy. U-REDI capitalizes on regional assets, including existing infrastructure and a skilled energy workforce, to advance economic opportunities in low-carbon technologies and become a national leader in energy innovation. The U-REDI cluster uses a four-pillared approach:

1. Research into low-carbon energy technologies such as advanced nuclear and hydrogen
2. Leveraging existing and new assets to expand the manufacturing sector and support technology commercialization
3. Providing entrepreneurship support and wrap-around services to absorb displaced workers and promote small business development
4. Creating new workforce development opportunities that align with traditional energy workforce wages, skills, and aptitudes

U-REDI Coalition Members and Additional Partners

U-REDI is a robust coalition made up of visionary community leaders. The Utah Office of Energy Development (OED) provides strong leadership and sustainability to the regional growth cluster. Proactive local government agencies including Emery County and Carbon County Commissions, as well as the non-profit Southeastern Utah Economic Development District (SEUEDD), in partnership with the Southeastern Utah Association of Local Governments (SEUALG), represent Utah’s coal communities on the coalition. Higher Education coalition representatives, providing world-class research and workforce development, include the University of Utah (UofU), Weber State University (WSU), Utah State University (USU), and Utah State University Eastern (USU-E). The Utah Advanced Materials and Manufacturing Initiative (UAMMI) is an agile entity bridging



¹ <https://www.eia.gov/beta/states/states/ut/analysis>

² <https://www.eia.gov/electricity/state/>

public, private, community, industry, and education partners in support of Utah's advanced materials and manufacturing industry.

U-REDI Component Projects Bring Cluster Growth and Success

The U-REDI component projects are demonstrated in Table 1:

Table 1. U-REDI Component Projects		
Project Name	Lead Entity	Project Description
Project A Energy Leadership, Sustainability, and Equity (EL)	Utah Office of Energy Development (Non-Construction)	Provides sustainability from State Government for the U-REDI coalition. OED will continue to convene the U-REDI coalition to promote growth and expanded partnerships and to provide accountability for equitable access to opportunities and benefits
Project B San Rafael Energy Research Center (SRERC)	Emery County Commission (Construction)	The catalyst for the U-REDI regional growth cluster, SRERC provides research infrastructure to support low-carbon energy advancement and economic diversification. Aligns with the Smart Manufacturing Innovation Center (U-REDI Project F), San Rafael Manufacturing Incubator (U-REDI Project G), and the Smart Remote Operations Center (U-REDI Project E) to commercialize products and technologies developed through research at SRERC.
Project C Electric Vehicle Workforce Diversification (EVWD)	Weber State University (Non-Construction)	Provides access to high-paying career opportunities to diversify the energy workforce, and develops skills needed in the workforce for advanced energy development. Expands infrastructure support for manufacturing and energy.
Project D Aviation Campus Workforce Diversification (ACWD)	Carbon County Commission (Construction)	Provides access to high-paying career opportunities to diversify the energy workforce, and develops skills needed in the workforce for advanced energy development. Expands infrastructure support for manufacturing and energy.
Project E Smart Remote Operations Center (SmartROC)	University of Utah (Non-Construction)	Provides high-paying career opportunities and skills to diversify the energy workforce, and develops skills needed in the workforce for advanced energy development. Supports efficiencies in energy production and manufacturing. Provides technical assistance to the SRERC (U-REDI Project B) and entities within the San Rafael Manufacturing Incubator (U-REDI Project G).
Project F) Smart Manufacturing Innovation Center (SMIC)	Emery County Commission (Construction)	Supports economic diversification by providing infrastructure to grow the regional manufacturing sector. Houses the San Rafael Manufacturing Incubator (U-REDI Project G) and the Smart Remote Operations Center (U-REDI Project E), and aligns with the SRERC (U-REDI Project B) to commercialize energy-related technologies.
Project G1 and G2) San Rafael Manufacturing Incubator (SRMI)	SEUEDD- lead applicant with UAMMI co-applicant (Non-Construction/Incubator)	SEUEDD lead applicant with UAMMI co-applicant, in Partnership with SEUALG (Non-Construction/Incubator) - Supports economic diversification through manufacturing and aligns with the SRERC (U-REDI Project B) to commercialize energy-related products and technologies. Aligns with the Entrepreneurial Ecosystem Program (U-REDI Project J) to support entrepreneurship opportunities for displaced workers and diversify the regional economic base.
Project H) Entrepreneurial Ecosystem Building (EEB)	SEUEDD in Partnership with SEUALG (Construction)	Aligns with the Entrepreneurial Ecosystem Program (U-REDI Project J) to support the needs of displaced workers and diversification of the regional economic base through entrepreneurship and small business development.
Project J) Entrepreneurial Ecosystem Center (EEC)	SEUEDD in Partnership with SEUALG (Non-Construction/Incubator)	Provides entrepreneurship support and small business technical assistance as well as wrap-around services for displaced workers and U-REDI communities. Works with trusted local leaders, U-REDI communities, and coalition members/partners to create equitable access to opportunities and benefits of the economic cluster. Supports diversification of the regional economic base through entrepreneurship and small business development and aligns with the SMIC (U-REDI Project F) to support economic diversification.

Component Projects Support U-REDI Pillars of Economic Impact and Regional CEDS

#1: Workforce U-REDI provides workforce training opportunities that complement and diversify the existing energy economy, while growing a new manufacturing sector. Electric Vehicles and Aircraft Maintenance, Advanced Manufacturing, and Smart Automation all have skills adjacencies that align with the existing highly skilled energy workforce including electro-mechanical, IT, and data analysis. These skills are fundamental to advanced energy production, transmission resiliency, and energy management technologies required to support a decarbonized economy.

#2: Infrastructure The U-REDI economic cluster includes research (SRERC) and manufacturing (SMIC and SmartROC) infrastructure to support economic growth in these sectors. Infrastructure for entrepreneurship is provided through the Entrepreneurial Ecosystem. Additionally, the EVWD and ACWD projects will support increased transportation infrastructure needs.

#3: Economic Diversity Small businesses are the heart of rural communities and U-REDI's Entrepreneurial Ecosystem project provides development and growth resources for entrepreneurship and small businesses that will form around the manufacturing and IT sectors.

#4: Energy Sector & Natural Resources The U-REDI proposal embraces the heritage of coal communities while proactively addressing the energy transition. Advanced and renewable energy technologies, as well as energy storage will require minerals and other natural resources that are abundant in this region. U-REDI will leverage Utah's CORE-CM research network to commercialize non-fuel uses for coal. Additionally, the research conducted through SRERC and SMIC in technologies including advanced nuclear, hydrogen, and biofuels will establish Utah as a national leader in decarbonization energy technologies.

#5: Quality of Life Surrounded by Utah's five national parks, Southeastern Utah has a robust tourism industry. In recent years congestion has led to emissions levels that rival urban areas and obscure the view of the region's iconic landscapes. The EVWD project addresses this problem by establishing a workforce required to support rural electric vehicle deployment.

U-REDI Proactively Seeks Complementary Initiatives to Strengthen the Coalition

OED released a draft summary of the new State Energy Plan. In response to the U-REDI coalition's efforts, the plan commits to supporting rural communities through economic diversification efforts, infrastructure investment, and workforce training and development.

- SEUEDD has been meeting with philanthropic organizations to seek commitments for a community fund to support regional economic growth initiatives
- The Emery County Commission is working on a master plan for an industrial park to provide infrastructure for manufacturing growth catalyzed by SRERC and SMIC
- UAMMI was awarded as a member of Utah's CORE-CM network, who's role is convening stakeholders around economic potential of rare earth elements and critical minerals
- Price City Main Street was chosen by Main Street America to receive funds to revitalize a section of their historic downtown. Among other revitalization measures, a 550' long mural (one full city block) is being planned that will celebrate the historic energy heritage of Price City, at the end of the mural will be an eagle representing the city's future with the words "We can soar to any height."
- WSU has been working with OED through the Dept of Energy's State Energy Program to support deployment of the EVWD project to high schools and technical colleges in rural Utah areas outside of U-REDI region

U-REDI Aims for Impactful Metrics

- Negative population growth rate trend turn around, positive growth rate of 2% for Carbon and approach 0% for Emery County by year 5
- 10% increase in economic diversity as measured by the Hatchman Index for Carbon and Emery County by year 5
- Advanced Nuclear Research and Hydrogen Research being conducted at the SRERC
- 10 companies successfully incubated or spun off from SRERC/SMIC by year 4
- 5 Automotive shops or independent technicians providing electric vehicle maintenance between Grand and San Juan County, 5 between Carbon and Emery County by year 4.

Project	Year 1	Year 2	Year 3	Year 4
A) OED	OED provides leadership, sustainability, equity through Year 4			
B) SRERC	Construction and Equipment Installation Completed by Year 3			
C) EVWD	Program rollout to all partner schools in U-REDI area by Year 3			
D) ACWD	Construction and Furnishings Completed by Year 3			
E) SmartROC	Program expected to achieve sustainability in 4 years			
F) SMIC	Program expected to achieve sustainability in 4 years			

G) SRMI	Construction Completed by Year 2		
H) EEB	Construction Completed by Year 2		
J) EEC	Program expected to achieve sustainability in 3 years		

2.0 Project Location, Region, and Service Area

U-REDI Serves Rural Utah

The U-REDI region consists of four counties in the southeastern corner of Utah; Carbon (49007), Emery (49015), Grand (49019), and San Juan (49037). Congressional Districts UT-002/03. A portion of the Ute Tribal Lands in Grand County (uninhabited) and the Utah Navajo Strip region of the Navajo Reservation. The Navajo Reservation area also includes isolated Ute Tribal Lands. U-REDI is geographically rural and covers a large region of 17,432 square miles. Wholly contained within the Colorado Plateau Province, the area is made up of three types of landscape: forested mountains, farms and ranches, and the San Rafael Swell desert area that is famous for hunting, fishing, hiking, and rock climbing. The majority of the population lives in small cities and towns that dot the primary highways in each county. Three of the four counties are equipped with fiber optic broadband and communication services provided by Emery Telcom.

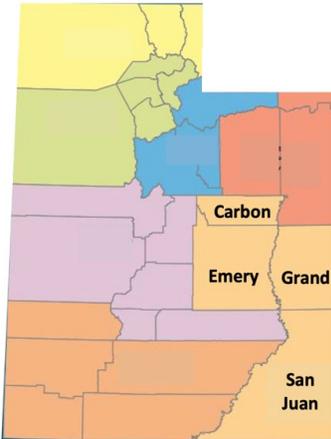


Figure 1 - SEUEDD Area

Known as Utah’s coal country, this region’s economy is almost singularly reliant on coal resulting in serious distress and vulnerability to growing distress if alternatives are not developed. Rural southeastern Utah has suffered from a decade-long recession due to coal production decline, impacting more than 2,000 jobs and \$29 million in annual revenue. In 2019, Dugout Canyon, the last remaining coal mine in Carbon County, closed following years of declining production and surrounding coal mine closures. In 2020, Carbon County had a job loss of 2.1%, corresponding to 194 positions in total.³ The largest job losses in the county occurred in the mining sector. The Carbon Power Plant closed in 2015 with a loss of 74 remaining jobs, though many more had been lost to attrition in the years before the closure. Emery County faces similar job loss as the region’s two remaining coal power plants, Hunter and Huntington, have closure dates of 2042 and 2036⁴ respectively, although pressures to rapidly decarbonize may accelerate that timeline. The Economic Policy Institute calculates that every 100 mining jobs affects 390 jobs indirectly, and every 100 utilities jobs affects 957.7 jobs indirectly.⁵ The impact of jobs in rural areas also has a multiplier effect. The Utah Office of Rural Development Guide estimates that the impact of creating one job in a rural county in Utah can be expressed in an equivalent number of jobs created in urban counties. For example, one job created in Carbon County would have the same relative impact as 99 jobs created on the Wasatch front, Emery would be 273, Grand would be 203, and San Juan would be 205.⁶

Especially concerning are negative growth rates in population and labor force participation. Residents in Carbon and Emery counties often joke that their biggest export is their young people. This humor underlies the sad reality of population growth numbers of -3.0% and -7.6%, respectively, labor force participation has declined by 17.1% and 17% in the past 10 years, respectively. Neighboring counties, San Juan and Grand, who are impacted by the downturn in the coal economy have seen unemployment rates over the past 12 months that are higher than the national average at 7.98 and 6.71 respectively. Significantly, The U-REDI region’s Per Capita Personal Income is \$41,547, an astounding 69.8% of the US threshold of distress at \$59,510.⁷ Economic diversity by county in 2018 was troublingly low: Carbon 34%, Emery 19%, Grand 47.6%,

³ Utah Department of Workforce Services

⁴<https://www.pacificorp.com/content/dam/pcorp/documents/en/pacificorp/energy/integrated-resource-plan/2021-irp/Volume%20I%20-%209.15.2021%20Final.pdf>

⁵ <https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/>

⁶Source: Utah Department of Workforce Services, 2016.)

⁷ statsamerica.org

and San Juan 46.9%. This is significantly lower than the 94.1% economic diversity enjoyed by urban Salt Lake County.⁸

Regional Assets

Strong and active industry and community networks exist across the region, shown in Table 3.

Table 3. REGIONAL ASSETS				
Airports	Access to airports eases transportation, brings conferences and tourism to the location, and allows regional collaboration expansion. Airports are available in all counties in the project region: St. George, Cedar City, Emery County, Grand County, and San Juan County.			
Education	Need for a larger talent pipeline from the educational systems, especially underrepresented populations. Local post-secondary education institutions are readily available and eager to create workforce development pipeline training and curriculum to serve the region. Educational institutions include Utah State University (3 campuses, 3 extension offices), Dixie State University, Southern Utah University, Weber State University – Remote Learning, Snow College, Uintah Basin Technical College, Southwestern Technical College, Dixie Technical College.			
Transit	The intersection of I-15 and I-70 is a critical point for regional transportation and logistics. This intersection connects local communities to services and to urban areas and is a crossroads for major metropolitan areas in Utah, Colorado, Nevada, and California. Together, the I-15 and I-70 corridors provide 632 linear miles throughout Utah. I-15 is Utah’s primary north-south highway, and most of the state's population lives along its corridor. I-70 provides connection to Eastern Utah, the Four Corners area, and Colorado’s Western Slope. Rail is also prevalent in three of the counties. A Utah Inland Port hub is planned for this region.			
Land	Southeastern Utah is a remote region with wide expanses of wilderness, national parks, and undeveloped land. Land is critical to regional economic growth, specifically for manufacturing and energy expansion activities. Energy infrastructure requires vast amounts of space located far from populated city centers. The project region provides the necessary space for expansions. Outdoor recreational opportunities and quality of life are attractive assets to industries searching for locations in which to expand. Increasingly remote work options allow people and companies to locate in rural areas while accessing higher-wage urban opportunities.			
Energy Infrastructure	Transmission lines carry power from the Hunter and Huntington Power Plants throughout Utah and the Western United States, support the energy needs of Utah’s rural and urban communities and allowing Utah to be a net energy exporter. These transmission lines are highly valuable and support co-locating advanced energy production to make use of these existing assets.			
Industrial Collaboration	<p>Industry collaborators in the project region:</p> <ul style="list-style-type: none"> ● San Rafael Energy Research Center and Industrial Park ● Utah Advanced Materials Manufacturing Initiative ● SMART Manufacturing ● Southeastern Utah Association of Local Governments ● Southeastern Utah Economic Development District (SEUEDD) ● Southeastern Utah Business and Technical Assistance Center (BTAC) ● Utah State University Eastern ● Coal Country Strike Team ● Silicon Slopes East ● Rocky Mountain Power ● Dominion Energy ● Utah Mining Association 			
Community Collaboration	<p>Community Collaborators in the project region:</p> <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ● Southeastern Utah Association of Local Governments ● Business Technical Assistance Center ● Community Development Corporation ● Utah Community Action Partnership ● Head Start ● United Way of Eastern Utah ● San Juan Foundation ● BOC Homeless committees ● Area Agency on Aging ● Active Reentry ● Canyon Country Youth Corps </td> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ● Southeastern Utah Community Action Partnership ● Interagency Coordinating Council ● Transit Committee - North and South ● Utah Food Bank ● Circles out of Poverty ● Moab Multicultural Center ● Volunteer Income Tax Assistance ● Kiwanis Club ● Community Gardens ● Senior Citizens Center ● Emergency Rental Assistance </td> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ● Revolving Loan Fund ● Tripartite Board ● IGP Board ● Local Homeless Coordinating Committee ● Coalition to support Economically Disadvantaged Citizens ● Regional Planning Program ● Self Help & Housing Rehabilitation ● Food Banks ● Community Gardens ● HEAT ● TANF ● United Funding Program ● Weatherization </td> </tr> </table>	<ul style="list-style-type: none"> ● Southeastern Utah Association of Local Governments ● Business Technical Assistance Center ● Community Development Corporation ● Utah Community Action Partnership ● Head Start ● United Way of Eastern Utah ● San Juan Foundation ● BOC Homeless committees ● Area Agency on Aging ● Active Reentry ● Canyon Country Youth Corps 	<ul style="list-style-type: none"> ● Southeastern Utah Community Action Partnership ● Interagency Coordinating Council ● Transit Committee - North and South ● Utah Food Bank ● Circles out of Poverty ● Moab Multicultural Center ● Volunteer Income Tax Assistance ● Kiwanis Club ● Community Gardens ● Senior Citizens Center ● Emergency Rental Assistance 	<ul style="list-style-type: none"> ● Revolving Loan Fund ● Tripartite Board ● IGP Board ● Local Homeless Coordinating Committee ● Coalition to support Economically Disadvantaged Citizens ● Regional Planning Program ● Self Help & Housing Rehabilitation ● Food Banks ● Community Gardens ● HEAT ● TANF ● United Funding Program ● Weatherization
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⁸ <https://gardner.utah.edu/wp-content/uploads/Hachman-Brief-Apr2020.pdf>

3.0 DETAILED OVERVIEW

U-REDI Has Robust Industry Partnerships

The U-REDI coalition has secured \$2,980,000 in cash commitments and \$1,406,000 of in-kind donations from private sector entities and philanthropies to support the projects and activities in the U-REDI regional growth cluster.

- Zeno \$2,500,000 cash match to support the SRERC
- AlphaTech \$180,000 cash match to support the SRERC
- Larry H Miller Foundation \$300,000 cash match to support the Entrepreneurial Ecosystem Building
- EcoCoke \$698,000 in-kind equipment donation match to support the SRERC
- Griffin Open Systems \$500,000 in-kind match to support the SmartROC
- OSIssoft \$208,000 in-kind match to support the SmartROC

Additional donations and investments include:

- Price City \$1,909,769 in-kind donation of building to support the Entrepreneurial Ecosystem
- Emery County previous investments of \$5,000,000+, as well as securing real estate and rezoning, and negotiated contracts with private research companies
- Snow College in-kind donation of Biofuel processing equipment
- USU in-kind donation of \$10,000 for construction administration

U-REDI has secured widespread support and commitments from industry, government, academia, as well as program and equity partners. 68 letters attached represent partnerships that have been further developed during Phase 1. Commitments include: Public Sector In-Kind Donations (\$1,909,769 building, \$10,000 personnel, biofuels processing equipment); 1,666 - 17,666 jobs; hiring commitments; education partnership; equity partnership; State, Federal, and local Government support; industry need; mentoring partners; and subject matter expertise in financial, manufacturing, research, energy, and policy.

4.0 DETAILED COALITION PLAN

U-REDI Plans for Cluster Growth and Sustainability

Developed by local community leaders and based on regional planning documents including CEDS, U-REDI is uniquely positioned to develop the Utah Rural Energy Diversity and Innovation Regional Growth Cluster, ensuring that regional assets and community-based strategies are foundational to the proposal and that funding is deployed to maximize support to Utah's coal communities and surrounding counties. U-REDI is a strong alliance that includes State and local government, as well as higher education, and is industry-driven with key partners that bring matching funds and commitments to support U-REDI's success.

The Utah Office of Energy Development (OED) serves as the U-REDI Coalition Lead. By legislative code, OED is Utah's primary resource for advancing energy and mineral development in the state and is tasked with advancing energy education, outreach, and research as well as promoting workforce initiatives, and collaborative research.⁹ Additionally, supporting the U-REDI economic cluster aligns with the following Governor's One Utah Roadmap Strategic Priorities; Economic Advancement, Education Innovation & Investment, Rural Matters, and Equality & Opportunity. The day following U-REDI's Phase 1 submission, Utah's Governor Cox released an updated version of the Roadmap specifically listing the San Rafael Energy Research Center (SRERC) as a rural Utah infrastructure investment to prioritize. The Cox administration, which took office in January 2021, enjoys wide bipartisan political support from Utahns (70% approval among Republicans and 64% approval among Democrats in April 2021). With such widespread support, and in alignment with Utah Code and the Governor's priorities, OED is able to build long-term support and coalition-building efforts after the period of funding helps to establish the U-REDI economic cluster. Additionally, OED will hire a U-REDI Liaison who will be responsible for capacity building, funding strategy, external relations, and creating a strategic plan for long-term sustainability. The U-REDI Liaison will be embedded in the region and will share office space with SEUALG.

⁹ https://le.utah.gov/xcode/Title79/Chapter6/79-6-S401.html?v=C79-6-S401_2021050520210701

While strong, state-led leadership will certainly support the success of the U-REDI coalition, the commitment of all of the coalition members is equally important. This coalition was catalyzed by forward-thinking actions on the part of the Emery County Commissioners years in advance of the BBBRC. In anticipation of the pending economic and energy transition, the three commissioners started the SRERC with their own sweat equity, installing the first piece of equipment themselves in 2019. Additionally, SEUALG, partner to SEUEDD, works tirelessly to promote Goal #6 Regional Integration listed in the CEDS. They have been referred to on numerous occasions as the Switzerland of Rural Utah. SEUALG plays a key role in connecting and maintaining relationships between coalition members and providing opportunities for ongoing coalition building. All coalition members have demonstrated a remarkable commitment to work together for the good of the overarching coalition and have found opportunities for collaboration beyond the scope of the U-REDI proposal.

5.0 COMMUNITY ENGAGEMENT

U-REDI Recognizes Economic Benefits for All

Utah is a Right to Work state, and as such, joining or refraining from joining a labor union, as well as rights to bargain collectively are protected by state code.¹⁰ Utah has the third lowest union membership rates among states.¹¹ Notwithstanding, U-REDI is committed to equitable access to opportunities and benefits of the U-REDI growth cluster. U-REDI coalition members prioritize connecting displaced coal workers, underrepresented populations, hard-to-employ job seekers, and low-income residents of the U-REDI region with job and career opportunities.

In alignment with U-REDI's Equity Framework (see section 6.0), the U-REDI DEI Community Board will determine any Community Benefit Requirements to include in U-REDI project construction RFQs. Community Benefit Requirements will be documented, tracked and reported to the Community Board by SEUALG's Community and Equity Program Manager with the support of the Equity Specialist (see section 6.0) as part of a pilot program to evaluate the feasibility and benefits of Community Benefit Requirements.

Community benefits incorporated into RFQs could include, among other things:

- Local-hiring program requiring employers to send notice of job opportunities to the SEUALG Equity Program Manager for distribution to U-REDI's Community Collaborators (see Table 2)
- Interview referrals from the SEUALG Equity Program Manager
- First-source hiring program targeting job opportunities to low-income individuals and displaced coal workers
- Goal that minimum percentage of jobs created in the project will pay the areas living wage

Additionally, through the Community and Equity Program Manager and Equity Specialist, U-REDI will engage Community Collaborators (see Table 2) to outreach regarding program opportunities and benefits. SEUALG's Community and Equity Program Manager is a trusted local leadership position with ties into the community. In Phase 1, the U-REDI coalition canceled plans to hold a meeting in San Juan County (the highest diversity county in the region) during the height of the Covid-19 Omicron wave. SEUALG's Community and Equity Program Manager instead created an optional survey that residents could complete while receiving income tax filing assistance. Out of 24 people who completed the survey, number of people who expressed interest in:

Services to start your own business – 17, Careers related to industrial & manufacturing processes – 11, A career in Aircraft maintenance – 7, A career in EV maintenance – 7

Careers related to clean energy – 8. The top concerns cited were "Financial concerns" and "Lack of understanding about the process." 19 of the 24 respondents indicated they had considered starting their own business. 3 of the respondents volunteered to help guide the U-REDI's DEI Community Board, and included their contact information.

Along with the positive community response received at the 3 public open houses held during the first 3 months of Phase 1, a high level of community interest and involvement in building the U-REDI economic cluster is anticipated. U-REDI will continue outreach and community

¹⁰ https://le.utah.gov/xcode/Title34/Chapter34/C34-34_1800010118000101.pdf

¹¹ <https://www.bls.gov/news.release/union2.t05.htm>

engagement efforts throughout Phase 1. If awarded Phase 2, the Equity Specialist and U-REDI Liaison will strengthen these efforts.

6.0 EQUITABLE BENEFITS

U-REDI Leads and Invests in Diversity, Equity & Inclusion

Equitable opportunities for rural and displaced workers are core to the U-REDI vision. Additionally, U-REDI acknowledges that within the Southeastern Utah region there are populations who have historically been excluded from energy and economic development. While the region has narrow ethnic diversity as a whole, American Indian is the largest racial or ethnic group representing 13.5% of the U-REDI region and 49.5% of San Juan county. We acknowledge that U-REDI activities will occur in areas that are the traditional and ancestral homelands of the Bannock, Shoshone, Paiute, Goshute, Navajo, and Ute tribes, and is a crossroads for Indigenous Americans. We recognize that areas of the Southeastern Utah region are contemporary lands of the Navajo Nation, San Juan Southern Paiute Tribe, and the White Mesa Ute peoples. We affirm Indigenous sovereignty, history, and experiences and commit to fostering partnership with tribal nations and communities. U-REDI also acknowledges that there are people with socially significant identifiers who tend to be relatively invisible in rural communities including minority religions, gender identities, sexual orientation, and people with disabilities.

U-REDI commits to embedding in all pillars and throughout the practices and processes of U-REDI projects and activities. Successfully building an equitable framework is best approached as a process rather than a strategy to achieve specific targets, particularly for new, complex, interconnected entities like U-REDI. Coalition members agree to “Promote inclusive engagement and participation in U-REDI planning and projects with a commitment to be intentional about making sure people that have traditionally been left out of energy and economic development have a voice in U-REDI planning, execution, opportunities, and continuous improvement.”

U-REDI Equity Framework:

1. Community-centered: Community is authentically engaged in decision-making process
2. Transparency: The financial investment, measures, and impact of equity efforts are reported
3. Continuous Improvement - Ongoing feedback and progress monitoring inform future decisions

U-REDI Equity Process:

1. U-REDI Diversity Equity and Inclusion (DEI) Community Board will operate to ensure economic opportunities are made available to traditionally underrepresented populations in the region.. Funding will be provided to assist community members in removing obstacles to participation on the Community Board. Each of the U-REDI Coalition Members will appoint a representative to the DEI Advisory Board.
2. Each Coalition Member will be sub awarded a budget through the coalition lead, Utah OED, to support outreach and inclusion efforts.
3. Utah OED is accountable for reporting outreach efforts and metric tracking to EDA. OED will support outreach and tracking efforts by SEUALG, the DEI Advisory Board, and Coalition members through an Equity Specialist to be hired by OED and based in the U-REDI region. The Equity Specialist will report to SEUALG’s Community Services and Equity Program Manager.
4. A public-facing reporting mechanism will be established to share progress and provide transparency.

U-REDI is confident in its ability to apply effective equity mechanisms with SEUALG as a model. SEUALG has been a trusted local community leader for over 50 years in reaching historically excluded populations. SEUEDD has established partnerships with over 20 local private and public equity-focused organizations. A complete list of DEI community partners is listed in Community Collaboration section of the Regional Assets table on this document.

7.0 EXPECTED OUTCOMES

U-REDI Expects Powerful Outcomes

The U-REDI projects have an interconnected alignment with the coalition vision and its supporting pillars of Research, Manufacturing, Entrepreneurial Support, and Workforce. These components are industry-driven, already in motion, and have economic impact as their purpose.

Table 4. U-REDI Outcomes

Project	Expected Outcomes	Complementary Work	Joint Impact
A) OED	<ol style="list-style-type: none"> 1. Provide Governance and Leadership for the Coalition 2. Convene coalition members and foster accountability around equity, diversity, and inclusion 3. Offer support, resource coordination, and subject matter expertise for each of the component projects 4. Plan for the long-term sustainability of the Utah Rural Energy Diversification and Innovation Cluster 	<ol style="list-style-type: none"> 1. A draft executive summary of the State Energy Plan was released on March 9 and informed by the work being done in Phase 1 of the BBBRC.¹² The plan commits to supporting rural communities through economic development and diversification efforts, infrastructure investment, and workforce training and development, supporting a clean energy future, investment in emerging technologies, and coal community support and transition. 	<p>Long-term sustainability and expansion of the U-REDI region beyond Southeastern Utah</p>
B) SRERC	<ol style="list-style-type: none"> 1. Advance low-carbon energy technologies through research 2. Support commercialization of new energy technologies to diversify regional economy 3. Create jobs for region’s residents 	<ol style="list-style-type: none"> 1. UAMMI will leverage Utah CORE-CM network to connect relevant research opportunities 2. OED will continue to support development of SRERC as a priority of the One Utah Roadmap 	<p>San Rafael Energy Research Center is highly regarded as a world-class research facility, attracting public and private research</p>
C) EVWD	<ol style="list-style-type: none"> 1. Train High School and Technical College Faculty 2. Provide equipment and tools to High Schools and Technical Colleges 3. Promote outreach to foster economic opportunity for students 	<ol style="list-style-type: none"> 1. OED will support EVWD implementation in automotive programs beyond the U-REDI region as part of the State Energy Program 2. OED will support EV infrastructure and public awareness campaign 	<p>Infrastructure to support EV traffic to and from Wasatch Front and 5 National Parks, improve air quality and reduce emissions</p>
D) ACWD	<ol style="list-style-type: none"> 1. Build aviation campus training facility 2. Foster workforce diversification through partnership with USU Eastern and industry-led training 	<ol style="list-style-type: none"> 1. USU is committed to extending their Aircraft technician A&P certification training to USU Eastern. They will offer half-priced tuition for students who attend the campus in Price, Utah 	<p>Talent is attracted to Carbon County, students stay after graduation and bring income to the region</p>
E) Smart ROC	<ol style="list-style-type: none"> 1. Use AI technology for manufacturing sector optimization 2. Transition coal power jobs to new energy innovation jobs 3. Demonstrate and scale SmartROC innovation 	<ol style="list-style-type: none"> 1. OED will continue to provide funding to the Intermountain Industrial Assessment Center (IIAC) as they bridge work between IIAC and SmartROC. 2. Dominion Energy and Rocky Mountain Power both provide funding to IIAC 	<p>Utah has a highly skilled remote operations sector that supports competitive manufacturing practices , reshoring industries</p>
F) SMIC	<ol style="list-style-type: none"> 1. Build infrastructure to enable advanced energy technologies and products to be manufactured and commercialized 2. Diversify the region’s economy by supporting growth in the manufacturing sector 3. Provide space to incubate small business entrepreneurship in manufacturing 	<ol style="list-style-type: none"> 1. An industrial park master plan is currently being created for the 140 acres site adjacent to the SRERC and SMIC to support the expansion of manufacturing companies that spin-off from the SRERC/SMIC. 	<p>SRERC attracts cutting-edge low-carbon energy technology development and manufacturing. Utah is nation’s leader in producing innovative energy technologies.</p>
G) SRMI	<ol style="list-style-type: none"> 1. Incubate the growth of clean non-fuel uses for coal/carbon through manufacturing expertise 2. Commercialize products and technologies developed at the SRERC 3. Foster economic diversification in the region by supporting the manufacturing sector 	<ol style="list-style-type: none"> 1. An industrial park master plan is currently being created for the 140 acres site adjacent to the SRERC and SMIC to support the expansion of manufacturing companies that spin-off from the SRERC/SMIC. 	<p>SRERC attracts cutting-edge low-carbon energy technology development and manufacturing. Utah is nation’s leader in producing innovative energy technologies.</p>
H) EEB	<ol style="list-style-type: none"> 1. Renovate current BTAC/SEUEDD building to house the EEC 2. Build EEC Parking Lot 	<ol style="list-style-type: none"> 1. The Main Street America historic downtown revitalization project will bring renewed interest vitality to Price City 	<p>Price is an attractive city offering, resources for young mobile workers.</p>

¹² <https://energy.utah.gov/about/state-energy-policy/>

J) EEC	<ol style="list-style-type: none"> 1. Increase the number of startups in the region 2. Help viable establishments survive on their own 3. Ensure community services are accessible to underserved populations and those with barriers to success 	<ol style="list-style-type: none"> 1. SEUALG is a member of the Coal Country Strike Team, a collaborative effort with the goal to achieve a 10% increase in net income for 10,000 households. Interventions include IT workforce training, Housing Revitalization, Tourism Infrastructure, 	<p>Entrepreneurs have support to grow and flourish, as well as opportunities to expand into manufacturing, diversifying the economic base</p>
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8.0 Phase I & Phase II Work

U-REDI Continues Strong

U-REDI Phase 1 activities included coalition building, partner outreach, branding, communications, developing relationships, and coalition gatherings as follows:

U-REDI held three public open houses, one in Price (Carbon County), Castle Dale (Emery County), and Layton (Weber County). The first two public open houses, held in the U-REDI region, were well attended. Over 40 community members provided contact information to stay updated on the progress of the U-REDI initiative. WSU brought a Tesla Model 3 to the public meetings and offered ride experiences to attendees. A local sheriff who was attending some of the events was offered a ride. At first, he turned it down saying that electric vehicles were “against his religion”, a common attitude in rural Utah. After some coaxing by a WSU student he agreed to test drive the Tesla, and when finished with the drive he emerged with a big smile on his face. These kinds of experiences can transform the energy biases in rural communities.

The third public open house was held outside of the U-REDI region, at Weber State University located in Utah’s urban corridor, in order for coalition members to see WSU’s exceptional lab facilities and to seek feedback specifically about the Electric Vehicle Workforce Development (EVWD) project. Attendance was lower at the third open house but notable feedback came from the State Fleet Manager. When asked what barriers exist to deploying electric vehicles in rural areas, his number one concern was the lack of trained technicians to service electric vehicles in rural areas. He stated that he recently had to have a hybrid towed from Blanding, UT to the urban Wasatch Front (at a cost of \$1,000) to be serviced.

A coalition tour was held in conjunction with the Public Open Houses in Carbon and Emery County. With coalition members and community partners in attendance, tours were conducted of the Carbon County Airport, the Business Technical Assistance Center in Price, and the San Rafael Energy Research Center. It was valuable for coalition members to gain a deeper understanding of each other’s programs. The ACWD tour was especially enlightening as professors and students described the various career opportunities available based on skills gained in the program. The valuable nature of skills transferability is also applicable to the EVWD program.

SEUALG planned a tour of the Huntington Power Plant, led by Price City Mayor Mike Kourianos, who also works at the power plant as an Operations Supervisor. Several of his younger team members also led the tour. When asked what they would do when the power plant retires, one of the workers said that he hopes there will be other opportunities, but that “If they come along too late, I’ll have to move somewhere else to work.” This statement echoes the sentiments of many of the region’s residents, a fear that when the last two power plants close, the region will be full of ghost towns.

Changes to the Coalition Vision between Phase 1 and Phase 2

U-REDI has not experienced significant changes to the coalition vision since the Phase 1 application. Carbon County, previously a partner, became a full coalition member as the lead on ACWD (U-REDI Project D) and brought with them strong partnership with USU and USU-Eastern.

Conclusion

The U-REDI coalition is built on the transformative vision of leveraging Utah coal country’s assets to become the nation’s leader in clean energy technologies. This vision is supported by the work of State and local leaders in concert with higher education, industry and community. The U-REDI coalition is committed to seeing this vision succeed and want to know “Are U-REDI for transformational growth in Utah’s coal country?”