

## **DOE-NREL-ITEN STRATEGIC PLANNING SESSION**

This document contains the information gathered in a meeting with the members of the Inter Tribal Energy Network and the National Renewable Energy Labs and other staff of the Department of Energy. These participants gathered to develop a shared vision for the Tribes development of Renewable Energy.

While the key focus was on the Tribal future in renewables there was also an interest within the labs to define where they are going to go in relation to Tribes Specifically, DoE is looking at how to be more effective with their work on a solicitation for funding Tribal renewable energy and seek the input of the Tribes in that design. The Tribes are looking to set the stage for considering the big picture of Tribal energy planning and participation in the renewable industry. They hope to do relationship building with key staff of DOE, NREL and SNL to create alliances and ongoing advocacy.

The planning included several specific sessions:

### **CURRENT REALITY ANALYSIS**

BASIC DATA – HIGHLIGHTS FROM DAY ONE PRESENTATIONS  
TREND ANALYSIS

### **SHARED VISION FOR TRIBAL RENEWABLE ENERGY**

**ANALYZING ISSUES & OBSTACLES TO TRIBAL RENEWABLE ENERGY DEVELOPMENT**

**DEVELOPING TRIBAL RENEWABLE ENERGY STRATEGIES FOR 2002-3**

**IMPLEMENTING IMMEDIATE ACTION ON ALL STRATEGIES**

## CURRENT REALITY ANALYSIS

### Basic Data - Highlights From Presentations

*The following brainstorm emerged from the reflections on the NREL, DOE and Tribal presentations of day one. They help to paint the landscape of the current environment for Tribal renewable energy development.*

NOTE: EACH BULLET REPRESENTS A BRAINSTORM RESPONSE

- Can't Drop Technology Into A Community – Have to Look At Sustainability Beforehand
- Have to Open Door to Long Process and Need to Look At Outcomes
- Build On Institutions That Already Exist
- Advancements of Economics of Wind Energy – Availability of Wind As Viable Economic Resource
- Need For Assessing Resources Available to Tribe, Responsive to Diversity of Tribal Needs and Resources
- “Trust Responsibility” Concept – Need Tangible Examples With Relationship To Energy Policies
- Develop Integrated Resources Plan
- Tribal Persistence to Develop Energy Plans and Energy – Tribal Accomplishments
- Tribal Sovereignty As Building Block
- Need For Information On Resource Assessment For Tribe and Elders to Make Effective Decisions
- Tribes and Labs Have Demonstrated Commitment to Take Things To Next Level
- Project Success Requires Champions From Variety of Entities To Be Consistently Tuned-In and Available Over The Long Haul
- Acknowledging Diversity Among Tribes – That Not One Solution Will Fit All Tribes
- Tribes Already Working In Renewable Field – Need To Harness That Expertise For Other Projects
- Valuable Association Between Organizations In This Group To Bring Ideas, Bounce Ideas As Resource
- Different Tribes Are Assessment and Business Plan Stage And Ready For Projects Development (e.g. Jemez – ready for geothermal project)
- Need For Development Assistance For These Projects – Including Business Plan Development
- Need For Engineering and Economic Study for Integration of Renewable Energy Into Overall Energy Economic – Serve Federal AND Local Needs
- How To Get Information Out/Share Data On Successful Tribal To Help Build Confidence In Doing Tribal Projects?

- Need For Energy Information Clearinghouse To Make Information Available
- Need For Capacity Building At Tribal Program and Administrative Level
- Need For Neutral Parties to Assess Resources, Opportunities
- Harvest Learning From Failures – Identifying What Went Wrong
- Tribes Represent 2% of US Population and 98% of its Diversity
- Tribal/Regional Energy Company
- NREL’s Willingness To Share Resources
- How To Broker or Market Opportunities For Renewable Development on Indian Land As Attractive?
- Bridging Technology With Usefulness to Tribe – What Is Relationship With Developer?
- Financial Model for Commercial Ownership of Projects Don’t Exist For Tribal Leadership to Make Decisions
- NREL’s Willingness to Assist in Negotiations With Energy Companies
- Tribal Development Assistance Needs to Identify Range of Options Available
- Anemometer Borrowing Program For Better Resource Assessment On Local Level
- A Core Group of Native American Indians Working on RE Issues Exists & Functioning
- Projects Not Resulting in Replication

**CURRENT TRENDS THAT IMPACT TRIBAL RENEWABLE ENERGY DEVELOPMENT**

*Trends are shifts in the environment. Some trends are assisting trends which we can use as we move forward, others are resisting trends, those which can catch us up and divert our energies from the task at hand.*

NOTE: EACH BULLET REPRESENTS A BRAINSTORM RESPONSE

- ◇ Continuing Increase in Demand for Natural Gas – Drives Up Cost of Conventional Energy and Makes Renewables More Appealing
- ◇ Higher Costs Have Increased Consciousness for Energy Efficiency
- ◇ Demand For New Generation – Coal, etc. Opportunity to Include Wind Across Map
- ◇ Demand for Electricity As Well, Among Tribes—Awareness of Need to Meet Own Needs As Part of Generation Planning
- ◇ Transmission Constraints – With Wind Developing, If Tribes Move Too Slowly, Exporting Opportunity Could Pass Them Up As Transmission Lines Reach Capacity (Filled By Others)
- ◇ Trend Toward Regional Planning, Looking At All Of Resources Available Within Region
- ◇ Diversifying Mix Of Energy Resources For National Security
- ◇ Distributive Generation Getting Closer To End User
- ◇ Volatility of Marketplace – Can’t Rely On Big Institutions Anymore

- ◇ Dependence on Email for Information Almost On Overload – How To Manage Information Transfer
- ◇ Tribal Agendas Overloaded No Room For New Items, Even If Critical
- ◇ Entering Era of Major Crisis In Area of Inter-Governmental Relationships...Three Sovereigns In U.S. – Feds., States and Tribes. States Want to Eliminate Tribes as do Some Feds...Tribal Development is Stressing Fault Lines That Have Always Existed
- ◇ FERC Establishing Federal State Panel To Talk About Issues...ITNA Has Advocated For Tribes To Be Included In This Conversation
- ◇ Most Tribes Desire Energy Independence, Many Interested in Renewables (Needs Assessment Data Derived from 156 Tribes Surveyed in Western Region)
- ◇ Tribal Economic And Population Growth Is Steamrolling; Energy Is Critical to Making Growth Positive Instead of Contributing to Greater Poverty
- ◇ Increased Number of Contacts For Citing Power Development of Tribal Lands
- ◇ National Security Concerns Overshadows Country's Basic Duties To Take Care of Own Populations – Indigenous Populations Not On Anybody's Radar Screen
- ◇ Local Utilities Want To Partner With Tribes For New Programs (NW Area Example) As Result of Tribe's Political Power
- ◇ Tribes Have Developed Political Savvy To Confront Issues; Info & Resources To Build On Economic Savvy Also Needs to Be There
- ◇ More Indian Technical Professionals Now Than Ever In History

## SHARED VISION FOR TRIBAL RENEWABLE ENERGY

In the Vision Workshop participants answered the question:

*What Is Our Vision for Tribal Energy  
Efficiency With Renewable Energy 2012?*

They were reminded to consider: Policies, Economics, Technology  
Energy Efficiency, Training

NOTE: THE TITLES IN BOLD REPRESENT A CONSENSUS EACH BULLET REPRESENTS A BRAINSTORM RESPONSE

### There are eleven areas of focus in this vision:

- ◇ **Sustainable Human Capacity Through Empowerment & Education**
- ◇ **Integrated Communication & Technical Assistance Network**
- ◇ **Tribes Leading Renewable Industry At Home, Regionally & Worldwide**
- ◇ **Building & Restoring Our Economies Through Inter-Tribal Partnerships & Alliances**
- ◇ **Modeling Energy Efficiency Practices & Technology**
- ◇ **Institutionalizing Tribal Planning & Management Capability**
- ◇ **Tribal Ownership & Regulation of Utilities**
- ◇ **Tribes Have Equal Standing In Renewable Energy Policy & Legislation**
- ◇ **Institutionalized Indian Program at DOE in 2012**
- ◇ **Trust Responsibility Commitment Through Contracts & Partnerships in RE Development**
- ◇ **Full Participation In Energy Financing Markets**

### Brainstorm Data

#### **Sustainable Human Capacity Through Empowerment & Education**

- Comprehensive Education & Training Program in Renewable Energy
- Tribal Renewable Education Plan (K-PhD)
- 100% Energy Educated Tribal Leadership (Resources, Generation Options)
- Increase 60% More Indian Professionals
- Trained Tribal People To Maintain Renewable Energy Systems
- Scholarship/Co-op Programs From National Labs and DOE

#### **Integrated Communication & Technical Assistance Network**

- Tribal Renewable Energy Business & Professional Organization
- Tribal Center for Renewable Energy Business Training

- Access to Cadre of Tribal Energy Experts
- Brain Trust for Information Sharing
- Institute for Renewable Energy Indian Professionals
- Website for Tribal Energy Information

### **Tribes Leading Renewable Industry At Home, Regionally & Worldwide**

- X% of Generation on Tribal Lands (x% of National Consumption)
- Tribal RE Projects Are Major Source of Employment & Pride to Tribes
- Tribal/InterTribal Recycling Business
- RE Replaces Casinos As Leading Economic Development Option
- Tribes Own Renewable Distributive Energy Generation
- 3 Geothermal Plans Indian Owned & Operated > 40 MW
- 250 Direct Use Geothermal Applications – Indian Owned & Operated Businesses
- On-site Generation for Tribal Consumption & Export
- Tribes Working RE Internationally
- Tribal/Inter Tribal Greentag Purchase Program
- Jemez, Pyramid Lake, Walker River Geothermal Pilot Project
- Jemez/Zia Wind Pilot Project
- \*\*\*\*Indian Consumer...Tribes Lead\*\*\*\*
- Infrastructure Systems Are Responsive to American Indian Consumers
- Electrical Power to All Tribal Members
- Tribes Own/Operate AFV Fleet

### **Building & Restoring Our Economies Through Inter-Tribal Partnerships & Alliances**

- Co-managed Wind-Hydro Resources (Tribe-PMA)
- Tribe-Tribe Energy Projects
- InterTribal Joint Ventures Prevalent i.e. Resource Development
- Incentivized Outside Partnerships
- Tribes Own The Leading Wind Company
- MOU's Between Tribes & State & Feds to Further Renewables
- Tribes Export Green Power Profitably
- Integrated RE Businesses (TRESKO)

### **Modeling Energy Efficiency Practices & Technology**

- Tribal Homes/Buildings Include Renewable Technology
- Energy Efficiency On Tribal Lands A Priority
- Tribal Building Codes Include EE/RE
- All New Building On Reservations Built With Energy Efficient Designs
- Active Tribal Weatherization Program on All Reservations
- Combined Heating/Cooling Options For Homes Widespread
- Use of Energy Efficient Lights In All Tribal Buildings
- All Indian Homes Electrified

### **Institutionalizing Tribal Planning & Management Capability**

- Every Tribe Has Own Energy Portfolio
- Every Tribe Has Full Inventory & Needs Assessment
- Integrated & Implemented – Energy & Development Plans
- Known & Discloseable Resource Availability Maps For Every Tribe
- Leveraging Energy Resources For Tribal Benefits (Ed., Roads, H2O, Health, etc.)
- Each Region Has An RE Strategy/Plan
- Each Tribe Has An Energy Manager

### **Tribes Have Equal Standing In Renewable Energy Policy & Legislation**

- Double Tax Credit for Indian RE Projects
- Change in Geothermal Royalty Policy To Benefit Tribes
- Equitable Tax Policies for Indian RE
- Transition From Grant To Commercial RE Applications

### **Tribal Ownership & Regulation of Utilities**

- 50% of Tribes With No Utility Funds Leaving The Reservation
- All Tribes Regulate Utilities On Reservation
- Every Tribe Has an Energy Office or Utility
- Aggregated Bulk Energy Purchases By InterTribal Organizations

### **Trust Responsibility Commitment Through Contracts & Partnerships in RE Development**

- Tribes Selling RE to DOE Labs
- Institutionalized Indian program at USDA/RUS
- Feds Must Purchase Tribal Renewable Energy
- Federal Load Met By Tribal Green
- Institutionalized Indian Program at EPA

### **Institutionalized Indian Program at DOE in 2012**

- Office of Indian Energy @ DOE & Each Lab With Money & Indian People
- Tribal Partnership With DOE For Training & Technical Assistance
- \$30M Solicitation Meeting
- Indian Office At DOE Funded At \$100M Annually

### **Full Participation In Energy Financing Markets**

- Indian Green Energy Fund
- Long Term Federal Contracts (Financing)
- Tribal Industries Invest In Renewables
- Tribal Access to RUS Financing For RE Development

## ISSUES ANALYSIS

*In a brief conversation, participants analyzed issues surrounding the implementation of the vision for renewable energy development in Indian country. They answered the question:*

*What Are The Issues & Obstacles Which Block Our Progress Towards Our Vision?*

The issues and obstacles were organized into four main underlying contradictions moving from most disruptive to least they are:

- ◇ **Undeveloped Capacity & Unorganized Marketplace**
- ◇ **Competing Values & Interests**
- ◇ **Funding Indian RE Development is Not Priority**
- ◇ **Unclear Direction on Implementing DOE**

### Brainstorm Data:

- ◇ **Undeveloped Capacity & Unorganized Marketplace**
  - Non-existent Land Use Plan to Access RE Resources
  - Communicating Tech. Information on RE Projects to Tribal Decision Makers
  - Limited # of Technical Tribal Experts
  - Need for Creating a Flexible Project Development Plan For Tribal RE Projects (i.e. Template for Case Studies)
  - Removing Barriers for Young Professionals on Reservations
- ◇ **Competing Values & Interests**
  - Inconsistent Federal Policy/Attitudes on Red/Green Energy Purchase
  - Existing Utility System Designed Without Addressing Sovereignty Issues
  - Legal/Regulatory Impediments (e.g. waivers of sovereign immunity, codes..)
  - Rural Electric Utility Resistance to Tribal Energy Generation
  - Neglected Trust Responsibility For Tribal RE Development
  - Perceived Risk for Private Development on Tribal Lands
  - Outdated View of Tribal Capabilities By Non-Indians
  - Current Anemometers Inadequate For Commercial Use
- ◇ **Funding Indian RE Development is Not Priority**
  - RUS Indecision On Loans for Utility Sale Projects
  - Inaccessible Public Financing To Tribes
  - Inadequate Funding & Financing Opportunities
  - No Funding For Project Pre-Development Costs
- ◇ **Unclear Direction On Implementing DOE's Indian Energy Policy**
  - Turnover & Transition of Federal & Tribal Personnel
  - Inconsistency of Tribal Liaison Staff



- Govt-Govt Networking Mechanisms Not Available
- Fragmented DOE Management Structure For Native Americans
- Misconceptions of Tribal Needs (e.g. RFPs With Inadequate Tribal Input)
- Confidentiality of Tribal Information/Data
- Narrow Perspective on Which “Box” Tribal Energy Projects Are Sourced

## STRATEGIC DIRECTIONS WORKSHOP

*This workshop asked the question:*

*What Are The Strategic Actions Which  
Address our Issues and/or Reflect Our Priorities For Tribal  
Renewable Energy Development In The Next 2 Years?*

*Strategic Actions Are: Innovations, Changes, Renewed Emphasis in  
Current or Proposed: Programs, Projects, Initiatives, Events, Activities,  
Models, Plans, Enterprises, Ventures, Systems, Models*

### **There were eight strategies developed:**

- ◇ **Leverage Existing Networks to Facilitate Inter-Tribal Experience Sharing**
- ◇ **Clearinghouse of Tribally Relevant Renewable Energy Information**
- ◇ **Develop Markets For Tribal Renewable Energy**
- ◇ **Influencing & Facilitating Funding Opportunities**
- ◇ **Assure Visible Success in Tribal Renewable Energy Projects**
- ◇ **Coordinate Legislative Strategy to Meet Tribal RE Needs**
- ◇ **Establish Teams to Develop Regional & Topical Strategic Plans**
- ◇ **Create Opportunities for Tribal Professional Development**

### **Leverage Existing Networks to Facilitate Inter-Tribal Experience Sharing**

- Develop Workshop for NIEA on Energy
- Conduct Regional RE Roadshow in Concert With ITEN
- Embrace and Expand NAWIG
- Develop Indian RE Training/Educ Fed/Approps.
- NREL/DOE Participate in Sustainable Conference
- Develop & Expand Articulated Agreements Between Tribal Colleges & 4 Year Institutions in Math/Science – Educational Incentives for Tribal Youth
- Develop Financing Models for Tribes
- Join the American Solar Energy Society (ASES) to Eventually Develop a Tribal ASES

**Clearinghouse of Tribally Relevant R.E. Information**

- NREL/ITEN (CERT) Web Page and Magazine
- Write “Renewable Energy for Dummies”
- Establish Web Based Technical Assistance for Tribal Renewables
- Commence Planning for Information Network
- Assemble Success Stories, How-To’s, Lessons Learned
- Compile Case Studies & Planning Manual Put Online, Keep Current
- Create/Formalize a DOE & Lab Native American Network
- Capitalize on Positive Media Opportunities re: Tribal Successes

**Develop Markets For Tribal Renewable Energy**

- Implement Red-Green Trade-able Credits
- Develop Green Tag Opportunities Including Tribal Support
- Red-Green Tag DOE, All Feds
- Develop Business Plan For Red-Green Energy Fund

**Influencing & Facilitating Funding Opportunities**

- Resolve Issues With RUS/USDA and ITEN Tribes
- Establish Tribal RUS for Tribal Set Aside
- Use HUD CDBG to Fund Renewable E. Projects
- Use ANA Funding to Create New RE Realities
- Implement Power Mktg. Admin. NA/Systems Benefit Charge’s (1mil rate based)

**Assure Visible Success in Tribal RE Projects**

- Complete The Navajo Electricity Project \$3M By 2002 (Plan, Trng, Implemt’n, etc.)
- Commission Blackfeet, Rosebud, Ft. Peck, Alaska Wind Projects
- Complete the Blackfeet Wind Project & Use As Example in Indian Country
- Develop Jemez Geo/Solar/Wind Hybrid Project Visible Bingamon-Dominici
- Develop Kaibab EE Tribal Community Building As Pilot Project FEMP/NREL
- Create Marketing & Information to Explain Renewable Energy Technology: Tribal Members, Tribal Leadership

**Coordinate Legislative Strategy to Meet Tribal RE Needs**

- Develop an ITEN Strategy to Lobby Senate/Congress on Renewable Energy
- Draft Legislation & Policies Initiatives and Changes
- Continued Advocacy for Funding

**Establish Teams to Develop Regional & Topical Strategic Plans**

- Develop Energy Efficiency Audit Program
- Solidify Alliances Tribes, DOE, Lab, ITEN
- Comprehensive RE Assessment of Tribal Resources
- Tribes Recommend DOE Policy Implementation Steps
- Develop Tribal Energy Goals/Portfolio/IRP
- Establish Focus Groups to Work On Green Tags, RTO, & Other (Implement EE)
- Begin Development of the 2012 Indian Energy Road Map Develop and Implement Research Agenda (Analysis, Case Studies, etc.)

- At 2 Year Mark Publish Tribal RE Successes (To Justify Increased Funding)
- NREL/ITEN Regional Strategy Sessions Maps, 101, etc.
- Assess RE Resources Matched to Demand, Define Value Proposition
- Develop Models for Regulation of Utilities

### **Create Opportunities for Tribal Professional Development**

- NREL/DOE Hire An Indian As an Indian Liaison
- Work With AISES for Internships Within NREL
- Utilize NTUA As Model for Young Professionals
- Hire 3 New Tribal People Within BPA/PBL to Work On Tribal Issues
- DOE/NREL Host SNL, Solar, Wind, Geo, Bio, CERT Interns
- Expand Professional Exchange Programs: IPA, Tribal Circuit Rider, Tribal Professional Corps
- Establish a Policy or Team to Retain or Welcome Back Young Professionals

### **IMPLEMENTATION PLAN**

In small teams the participants developed implementation plans for seven strategies. The eighth strategy was a focus on the solicitation and the teams each offered ideas for that solicitation.

### **Strategy: Provide Tribal Guidance for Effective Solicitation**

- Fund Most Strategic Projects (Policy Factor)
- ITEN NREL Design \$3M Solicitation Process Before 5 p.m. today!
- Fund \$6M Worth of Projects This FY In Order To Secure Additional Proposals Next Fiscal Year
- Identify a Solar, Wind, Geo, Bio, Tribal Project in Each ITEN Member Region
- Establish Tribal Feasibility Funding (\$300k) a Year Within BPA Just for Tribes
- Provide Tribal Assistance for Effective Proposals

### **Brainstorm Solicitation Elements from Teams:**

- ◇ RE PV Refrigerators Business Plan at Navajo Nation Thru NTUA Solar Program
- ◇ Biz Plan 100K-350 K Per Year Green Tags
- ◇ Recommend DoE RFP Include Funding For Planning & Development of Tribal RE Projects
- ◇ Fund Strategic Planning By Regional Groups
- ◇ Must Have Professional Development Component To The Solicitation
- ◇ Biz Plan \$1K-3.5K/Year (Years 1 & 2)
- ◇ Funding For Development and Ongoing Maintenance of Information Clearinghouse
- ◇ End Products Logo, Slogan, 1-Pagers (i.e.: Executive Summaries)

- ◇ Inform Tribes of RE Issues
- ◇ Compile Tribal Support
- ◇ Recruit Politicals
- ◇ Funding - Fund Feasibility of RE Retrofit of 50 AK Villages
  - Kaibab \$\$\$ For TA for Design of Building
  - Lakota Green Tag Projects – Fund Inter-connection Studies
- ◇ NREL/SNL/ITEN Identify Low Fruit Projects via NREL/SNL/ITEN Road Show
- ◇ NREL/SNL/ITEN Host a BizPlan Outline Training

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