Strategic Energy Plan

FINAL REPORT

September 10-12, 2008

Ojibwa Senior Citizens Center
Baraga, Michigan

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Introduction to CERT

The Council of Energy Resource Tribes, formed in 1975, responded to the Energy Crisis and a national need to increase domestic resources. CERT is an organization formed by Tribes to work for Tribes; a "true" Inter-Tribal organization. CERT is dynamically changing and challenging the Federal-Indian relationship.

CERT mission is to support member Tribes as they develop their management capabilities and use their energy resources as the foundation for building stable, diversified self-governing economies (according to each Tribe's own values and priorities). CERT programs include policy advocacy, technical assistance, education, capacity building, and partnerships. The National Energy Vision is that by the year 2010 each Sovereign Indian Tribe will have a sufficient and reliable supply of electricity at reasonable costs to support its social and economic well-being.

The four components of the CERT vision include 1) Accessing federally discounted and Tribally preference allocations from federal Power Marketing Administrations; 2) Increased power generation for local use including renewable energy generation and distributed generation; 3) Energy efficiency and conservation programs on Tribal lands; 4) Full access to existing and new transmission systems.

Strategic planning session is a tool to realize unique Tribal goals. First, it creates a Comprehensive Tribal Energy Vision, and then strategies and actions to implement the plan. It also casts a broad net of inclusion from the Tribal community and administration. It looks creatively at potential partnerships with, between, and amongst Tribes, government and industry. Strategic planning session also encourages resource assessments, feasibility studies and business planning.

CERT services cater to Tribal needs. Business development and partnership structuring services include Tribe to Tribe, Regional Multi-Tribal Aggregation, Tribe-Industry, and Tribe-Existing or Incumbent Utility. Case Studies help Tribes assess opportunities and barriers through interviews, surveys, and regional meeting feedback. Training is a CERT component that builds capacity through training, communication, shared experiences and networking. Technical assistance responds to specific Tribal inquiries. As part of capacity building and information sharing, CERT disseminates knowledge through www.CERTRedEarth.com and other media.

ToP® Participatory Strategic Planning Process

The following is a brief description of the ToP® (Technology of Participation) Strategic Planning process that was used to create this document. In addition to the narrative, the document appendix has a set of charts which were the products of each session and the back-up brainstorm data.

Introducing Participatory Methods:

Over the past thirty years a series of methods generally referred to as the "Technology of Participation" (ToP® Methods) have been developed by the Institute of Cultural Affairs. The Council of Energy Resource Tribes has been using ToP® Methods to facilitate Participatory Strategic Planning with tribes for almost twenty years. The foundational values built into these ToP® Methods are quite straightforward:

- **Profound Respect** – honoring the wisdom of each participant
- **Inclusive Participation** – hearing each person's perspective and bringing together their insights in order to formulate the group consensus
- **Teamwork** - creating opportunities to work together in small teams to build the foundation for consensus
- **Creativity** - giving permission for the dialogue between rational and intuitive insights
- **Action** - moving from consensus to action through accountability-based planning

The ToP® Strategic Planning Process is a five-step workshop series which took place over the course of three days and included a variety of Tribal government representatives and Tribal members who are listed in the Appendix. Below is a brief description of five steps in this strategic planning process:

- **Environmental Scan Session** that looks at the biggest picture possible and gets everyone on the same page, ready to begin the planning process
- **Practical Vision Workshop** where the participants focus on articulating their shared vision
- **Underlying Contradictions Workshop** in which the participants analyze the fundamental obstacles and root causes as they relate to achieving the Vision
- **Strategic Directions Workshop** in which the participants decide the key strategic actions to target in the next two years
- **Implementation Planning Workshop** in which the participants take responsibility for particular areas of the strategy and determine their projected one-year accomplishments and 90-day launch plans

Development of the Focus Question

In developing the focus for the strategic energy plan;

- Participants considered the product they are expecting—a plan that will guide them over the next 15 years
- What they are hoping to experience during the 3-day retreat—greater understanding and collaboration.

And a listing of the stakeholders which included everyone in the community plus non-community members and businesses in the Village and energy suppliers (REA's, other power companies) outside the area.

The following question captures the focus of the entire planning process:

How does the Keweenaw Bay Indian Community

- ***preserve the environment***
- ***keep energy costs low and money local***
- ***create jobs***
- ***benefit the community***
- ***make a self-sustainable energy system, and***
- ***be less fossil fuel dependent***

over the next 15 years?

Environmental Scan

As a preliminary exercise to developing the shared practical vision, the participants discussed the current reality they face. Some things mentioned include the move from wood and coal burning to more efficient options. The Tribe has turned down some options, such as wave energy, and now as they begin embracing alternatives, have targeted wind power as well as a focus on energy efficient in government and residential building, especially the casino. They are also considering the uses of cadmium self-recharging batteries. As both the Tribe and the community members face rising energy costs, and knowing that the community is always interested in results, Tribal leadership is already raising questions about the investment threshold of various options, as well as total project costs and the costs of ongoing maintenance and repair. One reality they still face is the lack of general knowledge within the community around these energy issues, even though the community wants to know and support what needs to happen.

To further their understanding of the situation, the group then did an exercise that looked at their current reality in terms of what is changing. They saw dependence on wood and fossil fuel (oil and natural gas) as already established or "how we do business now." This is starkly contrasted with high and rising energy costs ($100/barrel crude oil at the moment) and the fact that government energy policies have changed slowly and very little in recent history. Some believe the area has few options for traditional energy sources such as coal, natural gas, and hydropower, especially since existing power plants are remote & centralized.

Way out on the horizon, barely visible, are green construction, a transfer station for waste management, more high costs, the re-use and recycling of paper, plastic, and glass. Plus many forms of renewable or alternative energy such as wave energy, kinetic, magnetic, geothermal, hydrogen, wind, solar, and the use of ground water.

Emerging, gaining credibility or coming into being are commercial wind power, energy efficiency, residential alternative energy (geothermal/solar), housing development, and economic development.

On the other hand, a number of things that are seen to be dying or fading away, included SUV's, forest (timber) due to disease & mismanagement and the related logging industry, steam power, wood, fossil fuels, and—of great concern—the fresh water supply.

In reflecting on the picture this presents, the group noticed that they are currently not very good stewards. However, the above information does give them a place to focus. They noticed that what's established and what's dying are very closely related which gives rise to some concern, while there is a considerable gap between what's emerging and what's established. This seems to suggest that previous planning has been more reactive rather than proactive.

All this points to the need for a number of changes at the level of Tribal Government, including proactive Tribal strategic planning, fostering more widespread knowledge about energy, a commitment to more sustainable future development, a re-examination of personal values, and further help and incentives for going green.

In addition, individuals will have to become more aware and responsible as consumers, looking more carefully at options like carpooling and taking a different relationship to things now considered "disposable." This may call for people to

become inventive, cooking differently for example. All of this will allow individuals to re-establish a relationship to the environment.

The group was then asked "What information is needed to do good planning, but we don't have it? The following list was generated:

- Community attitude towards a shift
- Alternative & renewable cost/benefit analysis (1 example)
- How to reduce community cost and generate new revenue streams in the same project
- How to address job loss and job creation
- Our energy demand now and projected
- Available technology
- Sources of potential assistance
- How to deal with the shift
- Successfully implemented projects elsewhere
- Better wind metrics

When asked what information the group did have, they listed the following items and agreed to provide these to the team by Friday:

- Wind metrics, preliminary
- Wind/weather data
- Housing – geothermal & energy efficiency data
- Power use – Tribal buildings & housing
- Economic Development survey – community wide
- Wind monitoring proposal
- Wind Farm proposal

The Practical Vision

The group then turned their attention to the practical vision. The practical vision workshop asks the question:

"What do we want to see in place in 15 years ?"

The vision of an organization is held in part by all of its members, this workshop seeks to bring these together to create the shared picture of the future. The practical vision is the responsive statement of hope within the given environment.

For KBIC, there are five key components to their vision of an energy future 15 years down the road.

I. Developing Expertise and Capacity Building
II. Increased Self-Sufficiency thru Sustainable Energy Development
III. Environmental Protection
IV. Economic Development of Local Resources
V. Green Practices

Overarching all other elements of the vision are a Happy Community and an Effective Energy Policy for Tribe.

In the area of **Developing Expertise and Capacity Building**, participants see renewable energy and green design employee(s), a Tribal forester and forest management, and an educational incentive program for youth (to serve the community).

Under **Increased Self-Sufficiency thru Sustainable Energy Development**, there are many pieces to the vision, all involving new and alternative approaches to replace or supplement what is currently consumed. These included wind energy in use on the reservation from small scale (for homes) to community scale (for businesses or as a business, and for government buildings), the monitoring of solar resource, and even harnessing energy from water current. Any of these options would require feasibility studies.

To secure **Environmental Protection**, participants envision a community wide recycling program including a community recycling center (i.e. plastic, paper, glass) with curbside pickup, and a transfer station for solid waste and household hazards.

Economic Development of Local Resources will utilize local resources (i.e. wild rice, fish, and maple syrup), and include community gardening and harvesting (organic), the fish farm with a hydroponic garden, and manufacturing of renewable technology hardware (i.e. turbine blades). In addition, there will be an increase in tourism (water park, hunting, fishing and sightseeing) with the development of trails next to roads for all terrain vehicles and snowmobiles. All this will lead to more jobs. Underlying this development will be a clean water supply with no mining.

To achieve **Green Practices,** government and enterprises will be utilizing green construction, there will be community acceptance of "green" practices through education for youth and adults, further education of the community on energy efficient building approaches such as replacement windows and other ways for community members to lower their carbon footprint through carpooling or use of bus services. To initiate these may require incentives at the beginning as well as help for larger individual projects. Another part of the vision is the use of alternative fuel for public transportation vehicles and development of bicycle and non-motor trails. The Tribal Council will need to approve green building and develop needed policy and codes.

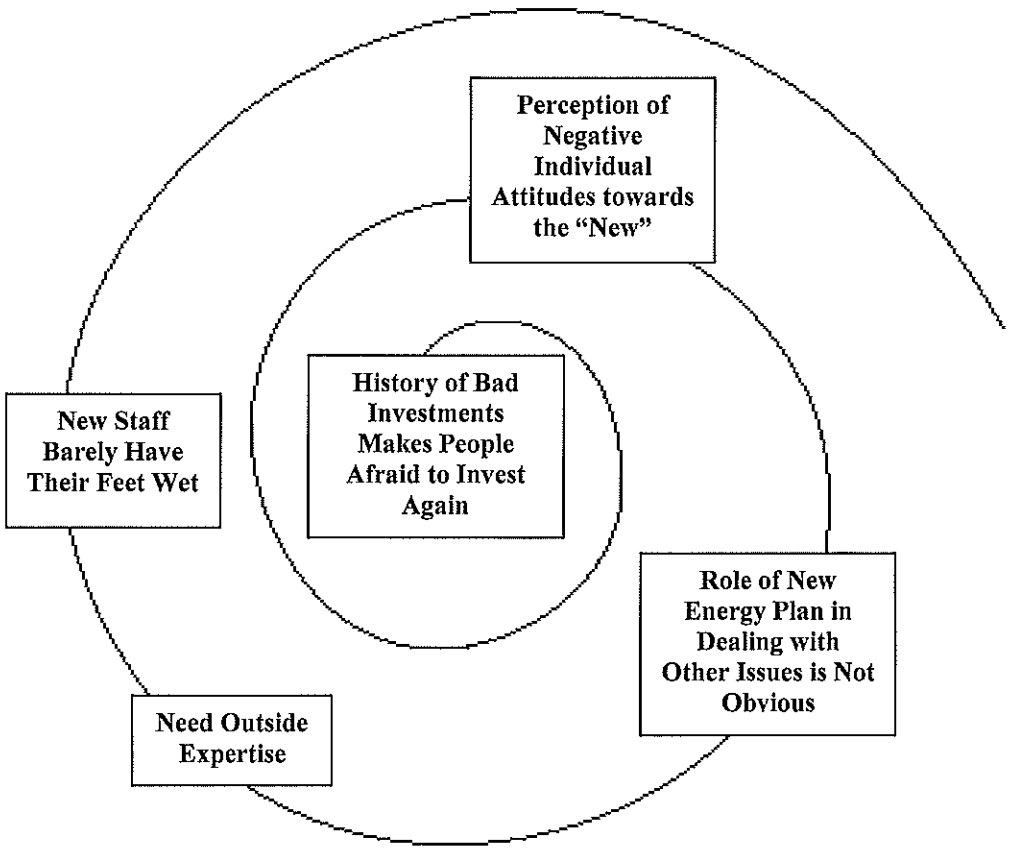
The Underlying Contradictions

The Underlying Contradictions workshop asks the question:

"What is blocking us from moving toward our vision?"

The real issues facing an organization manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to "lists of things to do" or are explained away as personal conflicts. As a group considers the entire range of its issues together, root causes can be uncovered and objectified for sober consideration.

Tribal members who participated in the planning found there were five underlying contradictions. These are shown below moving from the most challenging in the center of the swirl to the least challenging on the outer edge:



The contradiction described as **History of Bad Investment Makes People Afraid to Invest Again** included a number of clues. Among them are blocks or obstacles such as the amount of upfront money required for alternative energy projects, the experience that the short-term cost is prohibitive, and the fact that there are few if any equal opportunities for small communities needing supplemental funds given that the projects the Tribe might invest in are likely to be considered too small scale. On a personal level, Tribal members tend to use cheaper options (even if not environmentally friendly), there is no recycling market nearby with few incentives for Tribal Members to recycle, and, finally, the nature of seasonal work and low pay in the area make resources for home improvements scarce.

In arriving at the contradiction entitled **Role of New Energy Plan in Dealing with Other Issues is Not Obvious**, participants looked at the fact that environmental protection low on the Tribal priority list, thus sustainable energy development hasn't been a priority either. With the government changing every three years, and the low support for fighting the mine, "green" opportunities remain unexplored. This led to the conclusion that the benefits of green energy in genuine savings and better health are not well understood within either Tribal government or the community at large.

It is very encouraging that the Tribe has hired two new staff members who will be, in part, responsible for work in the energy area – a grant writer and an economic developer. However, the group realizes that they still have a contradiction in timing, since the **New Staff Barely Have Their Feet Wet**. There are still few motivated, experienced people needed for developing expertise & capacity building added to the history of not following through on opportunities. Given that the big picture seems too overwhelming and there's a question of "who's in charge of this initiative," and the group was clear that new staff members, despite their high motivation, is probably not enough.

The insight from the above contradiction further strengthened the understanding of **Need Outside Expertise**. With the unknowns around the feasibility of renewable and alternative resources, the need for more information, particularly the feasibility studies for wind and solar, is critical. In addition, the Tribe can use some expertise in how to increase what has been an insufficient use of incentives to encourage residential energy efficiency.

Participants showed particular wisdom in recognizing the **Perception of Negative Individual Attitudes toward the "New"** as a perception that will need to be tested. They listed blocks that include people's personal motivation and attitude against green practices, cultural beliefs & traditional ways of thinking, old habits and the difficulty of convincing people to change habits, all perhaps pointing to attitudes of community members who have a fear of change or a fear of failure. This can lead to a tendency to make excuses rather than working on solutions. On the other hand, there is a clear fossil fuel addiction, in recent years many things have been set aside (business in particular) due to other focuses at the Tribal level, and the public is generally unaware of green practices.

Clarity on these underlying contradictions will assist in determining which actions need to taken as the Tribe sets strategic direction.

Strategic Directions

The Strategic Directions workshop asks the question:

"What are specific actions the Tribe needs to take in the next two years to deal with the underlying contradictions and move us toward our vision?"

In the Strategic Directions workshop people are asked to focus on action strategies. If an organization plans only in relation to its vision, it runs the risk of being overly idealistic and unrealistic. By planning strategically, that is in relation to its real situation and the underlying contradictions, it then it has a chance to realize its vision.

Participants developed four strategic action arenas or strategic intents which grouped into four larger strategic directions, summarized below:

STRATEGIC DIRECTIONS – Moving the Tribe towards Self-Sustainable Development

Strategic Intents		Strategic Directions: Moving the Tribe towards…
Bring Expertise In-House	*Increase the Knowledge Base*	**Capacity Building**
Structure How the Energy Plan is Implemented	*Give Policy to Implement*	**Preparing to Implement**
Build Confidence	*Increase Buy-In*	**Demonstrating Economic Benefit**
Inform the People What's Happening	*Gain Community Support through Individual Incentives*	**Involving the Community through Individual Action**

Participants see the overall directions of the strategies as moving the Tribe towards Self-Sustainable Development.

Moving the Tribe towards the strategic direction of **Capacity Building** are the strategic intents to bring expertise in-house and to increase the knowledge base.

Actions to ***Bring Expertise In-House*** include looking at which departments need which particular staff in order to consider additional hires, at the same time as creating partnerships with utilities, government, and universities (MTU, TCU's) to provide both expertise and needed training for staff on renewable energy and energy efficiency. Potential actions to ***Increase the Knowledge Base*** include research into funding and investment opportunities as well as research on the availability of current feasibility studies on renewable energy and recycling. These efforts will include gaining an understanding of the projected worth of various green practices such as energy cost savings. This will help identify funding and external resources including grants and expertise from other Tribes. Tribes where successful programs are located have experience and could share their methods. Another area of exploration is whether to get more computers that would allow easier research or to bring in people who have already done the research to offer training on multiple levels. Finally, workgroup meetings will need to be scheduled regularly, as well as events to both inform the community and solicit their input.

Moving the Tribe towards the strategic direction of **Preparing to Implement** requires some action immediately. Initially, the key players must decide to **Structure How the Energy Plan is Implemented**. This strategic intent has a variety of actions attached to it. It will require coordination between departments and committees within Tribal government, a decision about who is in charge of which pieces and a communication system between these parties. This will take time if the research into alternate funding & strategic plans requires current staff who are already fully engaged in other pursuits. Thus, an immediate first step may be a management plan to clearly define roles, based initially on identifying the internal capacity of existing Tribal entities (the newly formed committee, planning, the college, and NRD for example), and gaining commitments from all parties involved. Part of the management plan must lay out what level of control and/or authority staff will be given in order to eliminate confusion and red tape.

Another key set of actions fall within the strategic intent to **Give Policy to Implement**. A general resolution is needed for the overall vision and goals of this energy plan. There is also need for a budget for the energy initiatives, at least for the first couple of years, and policies prioritize green practices integrated into the land use plan & economic development.

To move the Tribe towards **Demonstrating Economic Benefit**, a number of measures are needed. The participants see a need to **Build Confidence** in the long-term goals by first implementing short-term "easy" projects. This means developing small scale projects before moving on to the bigger ones, and especially focusing on cost-effective options first. There is also a need to **Increase Buy-in** from a variety of stakeholders. Actions will be taken to educate investors to reduce fear about bad investments and to promote the benefits of energy plan. Economic development options will be prioritized based on a cost-benefit analysis. This will effect all green practices, including recycling, solar, and wind.

The final strategic direction is moving the Tribe towards **Involving the Community through Individual Action**. This first requires actions that **Inform the People What's Happening**. Implementation will include educating the community (i.e. pamphlets, door-to-door, meetings), developing a community education program for green opportunities (reduce fear of change) using brochures, the web, and news outlets that will advertise and educate people on the benefits of going green. Some preliminary information gathering may be needed to determine what the community does and does not already know. Finally, there will be work with local schools and youth programs to educate youth on green practices.

Once the community education strategy is underway, a variety of **Individual Incentives that Build Community Support** will need to be ready to kick in, to support a community-wide shift toward more green behaviors. These will be needed especially for the recycling program and home energy efficiency. In addition to incentives, some residents with limited incomes may need actual financial of construction help to improve the energy efficiency of their homes.

Implementation Plan

The effective implementation of any plan depends upon clarifying directions, aligning resources, designating leadership roles and responsibilities and building team trust and support. The final step in the strategic planning process is the implementation plan. At this point in the process participants build working teams, assign tasks, create calendars, and set meeting times all as part of constructing a motivating action plan.

This workshop consists of two steps: First is the creation of a 1-Year Calendar of Accomplishments, and Second is the creation of 90-Day Implementation Plans.

Working within each of the Strategies, the group was able to begin the process of identifying one year milestone accomplishments. The following is only the beginning of the work and will need to be reviewed, shared, and expanded to initiate first steps for each of the strategies.

Preparing to Implement →	**Current Reality** Need some expertise Need roles for staff Got a committee Targeted wind power Have some studies Buy-in from Tribal Council Initial community support	**1-Year Accomplishments** • Clear assignments & frequent regular updates • Committee decision n additional staff for renewable energy & energy efficiency	**Indicators of Success** Policy (Book) ordinance completed Get it going with Council Approval Staff in Had Plan is broken down into segments with details Communications to all involved
Involving the Community thru Individual Action →	**Current Reality** Innovative design house – geothermal Available weatherization assistance Agreement with elementary school on natural resources Low income loan 2% to homeowners for energy related improvements	**1-Year Accomplishments** • Celebratory meeting w/ information & food • Develop educational materials • Gather energy savings statistics • Regular info in newsletter	**Indicators of Success** Riled up and ready to ride Energy efficient homes Comments to editor Attendance at public meetings Education programs in place – annual Quarterly articles or a column in the newsletter / webpage

Capacity Building →	**Current Reality** An idea Committees – youth – natural resources Proposals New staff Programs in place Some community baking National news Have done some studies Tribal newspaper	**1-Year Accomplishments** • Communication in place • Scale model of projects • Feasibility is funded • Wind analysis expertise • Studies completed • 12 months more wind data • A year of learning from others	**Indicators of success** Communication – people get the message Community backing – show up to meetings Experts on payroll and list of available experts – wind – energy development – cost effect Feasibility studies – done Narrowed choices
Demonstrating Economic Benefit →	**Current Reality** Indentified power buyer Villages and prison support Effort Outside investor who will fund and share profits Proposals for 20 ms and 5 mw Proposal for wing monitoring Some small programs place – weatherization, energy efficiency	**1-Year Accomplishments** • Identified investors • Transmission figured out • Turn proposal into reality (18 months)	**Indicators of Success** Company that would buy the power Backing of non-members Funding Investors willing to back projects – positive RIO Development options in place – higher return Successful small scale projects completed

A Calendar of the One Year Accomplishments, indicating the month of completion for each:

TEAM	Oct 2008	Nov	Dec	Jan 2009	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep & beyond
Capacity Building				Communication in place & scale model of projects			Feasibility is funded		Wind analysis expertise			Studies completed 12-mos more wind data A year of learning from others
Preparing to Implement		Clear assignmts & freq. regular updates				Council approval of whole Strategic Plan – especially energy						
Demonstrating Economic Benefit						Potential investors/ developers identified			Trans-mission figured out			
Involving Community through Individual Action	Celebratory meeting w/ info & food	Info in news-letter			Info in news-letter Web page dev'd			Info in news-letter Gather energy savings statistics			Info in news-letter	Celebratory public meeting w/ info & food

90 Day Action Plans

Strategic Direction: Capacity Building

Accomplishment Title: Communication in Place/Scale Model of Project

Objective / Intent (Why): Inform All Parties Involved

Start Date: October 1, 2008 End Date:

Action Steps	Who	By When
1. 1. Identify Point of Contact – provide to potential partners	AREC, NRD	Nov 20
2. Conduct meeting w/potential partners (energy consumers, funding sources, gov't agencies (i.e. village of Barage, Baraga msz, BFP, etc)	Gregg/EDC	Nov 1
3. Provide update to Council mtg. on monthly basis	AREC	Monthly
4. Identify budget (draft recommendation)		October 31

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
AREC Next Meeting End week of Oct	EDC NRD		$ 500

90 Day Action Plans

Strategic Direction: Involving Community through Individual Action

Accomplishment Title: Informing People What's Happening

Objective / Intent (Why): Conducting Public Meetings

Start Date: October 2008 End Date: October 2008

Action Steps	Who	By When
1. Agenda Development	NRD	OCT 3
2. Choose Location	NRD	OCT 3
3. Advertise meeting	NRD	OCT 10
4. Plan menu + hire catering	NRD	OCT 6
5. Speakers identified	NRD	OCT 3
6. Define needed equipment/supplies	NRD	OCT 17
7. Conduct meeting	NDR	OCT 24

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Todd Warner Natural Resource Department Next Meeting October 3, 2008	Renewable Energy Committee NRC CERT	Meetings conducted	$60,000 (GAP)

90 Day Action Plans

Strategic Direction: Involving Community through Individual Action

Accomplishment Title: Informing Public

Objective / Intent (Why): Development of Educational Material, Webpage, & Quarterly Newsletter Articles

Start Date: Now End Date: Ongoing

Action Steps	Who	By When
1. Gather educational info on renewable energy & "Green" practices for webpage & Newsletter (be on web Feb or sooner)	NRD	Dec 12
2. Submit article in November newsletter about CERT planning meeting	Char	Oct 15
3. Gather education info for school-aged children (focus elementary aged)	NRD	Dec 31

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
NRD / Team coordination with equal share Next Meeting October 3	REC/NRD	Newsletter article published	$35 (GAP)

90 Day Action Plans

Strategic Direction: Involving Community through Individual Action

Accomplishment Title: Individual Incentives that Build Community Support

Objective / Intent (Why): Gather Energy Savings Stats

Start Date: November End Date: Ongoing

Action Steps	Who	By When
1. Gather energy use data for innovative design home &/vs. standard housing	Housing Dept.	Ongoing
2. Gather info on energy efficiency (for website)	NRD	Dec 12

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Eddie / NRD Next Meeting N/A	REC	Hard data / bills – by May	$ 0.00

90 Day Action Plans

Strategic Direction: Preparing to Implement

Accomplishment Title: Clear Assignments/Regular Updates

Objective / Intent (Why): Developing Structure

Start Date: Sep 08 End Date: Feb 09

Action Steps	Who	By When
1. Council Appoints Committee	TC	Done
2. Assess Resources – Human resources	RAE Committee	Oct 08
3. Assign People / subcommittees to look at physical resources of needs. Energy focus on smaller portions	RAE Committee & Subcommittees	Nov 08
4. Committee evaluates & prioritizes needs / actions based on subcommittees	RAE Committee & Subcommittees	Dec 08
5. Recommendations to Tribal Council on energy initiatives, staffing, green practices, etc.	RAE Committee	Dec 08
6. Council resolution based on recommendations	TC	Feb 09

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Development/CEO RAE Committee Next Meeting	Tribal Council, RAE Committee, outside "experts", Tribal Community, Tribal Departments	Step 3 – public meeting / feedback; step 4 – needs identified, subcommittees created, resolution adopted	Stipends, staffing time, additional staff, feasibility studies

90 Day Action Plans

Strategic Direction: Developing Economic Benefit

Accomplishment Title: Transmission Figured Out

Objective / Intent (Why): Transmission Locations

Start Date: Now End Date: 6 Months

Action Steps	Who	By When
1. Preliminary meeting with ATC	Econ Dev-Gregg	3 months
2. Identify / Eliminate locations for wind turbines or wind farms	NRD–Todd Econ Dev-Gregg Realty-Jason	3 months

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Gregg – Econ Dev Next Meeting	ATC / NRD	Identify 3-4 locations suitable for transmission	$ 0.00

90 Day Action Plans

Strategic Direction: Developing Economic Benefit

Accomplishment Title: Identify Developers

Objective / Intent (Why): Identify Developers

Start Date: Now End Date: 3 months max

Action Steps	Who	By When
1. Check projects thru CERT (Rosebud)	Econ Dev	Now
2. Look on websites	NRD	Now
3. NCAI Annual Convention (look at energy books)	3 Council Mbrs	October
4. ANA / OWEESTA / IEDC	Econ Dev	Next Week
5. Check w/other Tribes (Bad River, Mt. Pleasant Sault Tribe)	Gene	Nov
6. Mackinaw Power		
7. DOE Meetings - Denver		

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Economic Developer Next Meeting	CERT NCAI ANA Oweesta Tribes Mackinaw	ID 10-12 good prospects	$1,500

90 Day Action Plans

Strategic Direction: Developing Economic Benefit

Accomplishment Title: Turn into Reality

Objective / Intent (Why): Begin Construction in 18 months

Start Date: Now End Date: April 2010

Action Steps	Who	By When
1. ID successful project (other Tribes)	All	Yr. End
2. Meet w/other Tribes/developers, transmission company, utility company, village and prison	Everybody	6 months
3. Select best developments to use as models for our project	AH & Renewable Energy Committee	9 months
4. Choose 1 project for implementation	AH & Renewable Energy Committee / TC	12 months

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
Alt & Renewable energy committee Next Meeting	ATC Baraga Village Baraga Prison	Narrow/select project – have wind tower running – 18 months	$ 10,000

90 Day Action Plans

Strategic Direction: Capacity Building

Accomplishment Title: Feasibility is Funded; Wind Analysis Studies Complete

Objective / Intent (Why): Identify Sites/Projects That Are Feasible

Start Date: October 1, 2008 End Date: ? Potentially Ongoing

Action Steps	Who	By When
1. Identify consultants to conduct wind feasibility studies	AREC	DEC 31
2. Obtain quotes from consultants	AREC	DEC 31
3. Research outside sources of funding	AREC	DEC 31
4. Obtain approval and/or potential funding from Tribal Council to conduct studies	KBIC/TC	

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
AREC Next Meeting End week of Oct	NRD Econ Dev Tribal Council	3 quotes 3-5 sources of funding identified	$ 3,500 (staff time only)

90 Day Action Plans

Strategic Direction: Capacity Building

Accomplishment Title: A Year of Learning

Objective / Intent (Why): Increase & Expand Knowledge

Start Date: October 1, 2008 End Date: ?

Action Steps	Who	By When
1. Identify Tribes with knowledge/resources	AREC, NRD, Council, Others	Nov 1
2. Provdie contact info to P.O.C.	Same	Dec 1
3. Schedule on-site visits(s), meeting, information sharing	Same	Dec 31
4. Identify other sources of knowledge/technical assistance	Same	Dec 31

Coordinator / Team	Partners/Collaborators	Evaluation Measures	Budget
AREC/P.O.C. Next Meeting End week of Oct	NRD Council Others	2 site visits scheduled 3 sources identified	$ 2,500

Appendix A

CERT RECOMMENDATIONS

The questions and struggles the KBIC face today on energy and development are similar to the issues past generations of Tribal leaders confronted; similar to the issues other Tribes throughout Indian Country are struggling to answer. Energy is the minimum requirement and also the engine for the growth and prosperity of all Tribes. In working to realize the 1999 National Tribal Energy Vision, CERT has been working with Tribes to secure a reliable and affordable supply of energy. As a Tribal organization promoting Tribal sovereignty, CERT believes Tribe-to-Tribe sharing and learning has been beneficial in forming strategies toward growth and development. Wisdom and knowledge for the KBIC lie within the Tribe, and the CERT approach to planning promotes looking inward rather than relying on outside experts to direct the people's precious future.

The Tribal members present at the meeting expressed a strong desire to do more than just develop an energy plan; the energy plan must be a vehicle for moving toward a positive future. The ideas shared during the three-day meeting reflected the importance people placed on overcoming inherent obstacles that come from changing needs and preserving cultural values. In regard to the planning process, it should be noted that this document is an expression of those that attended the sessions, and it contains their best ideas and suggested courses of action. As with all plans, it will be up to the Tribes' leadership and management structure to make the decisions on what goes forward, and what will need further discussion before decisions for allocating personnel and additional resources can be made.

With the support of those that attended the sessions, CERT would recommend the Tribe consider training staff and managers in the ToP Methods. This could be accomplished by sending those interested to a training session in the area, or by bringing the trainers to the Tribe where a large number of Tribal members and staff could be trained at once. CERT would welcome the opportunity to discuss further at the Tribes convenience.

Appendix B

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Appendix C

Raw Data:

Environmental Scan

What's currently going on in terms of energy?

▪ Storage of waste vs. disposal ▪ We've moved from coal / wood burning to more efficient options ▪ Embracing alternatives ▪ Target on wind power ▪ Turned down some options – wave energy ▪ Uses of cadmium self-recharging batteries ▪ Focus on energy efficiency - government - residential - casino	▪ Lack of knowledge within the community ▪ Rising costs ▪ Community members want to know and support ▪ Need for results (Tribe wants to see them) ▪ We have options ▪ How much money will be needed? – What's the investment threshold? Need to consider maintenance and repair costs

What information is needed? (We don't have it.)
- Community attitude towards a shift
- Alternative & renewable cost/benefit analysis (1 example)
- How to reduce community cost AND generate new revenue streams in the same project
- How to address job loss and job creation
- Our energy demand now and projected
- Available technology
- Sources of potential assistance
- How to deal with the shift
- Successfully implemented projects elsewhere
- Better wind metrics

Information We Have
- Wind metrics, preliminary
- Wind/weather data
- Housing – geothermal & energy efficiency data
- Power use – Tribal buildings & housing
- Economic Development survey – community wide
- Wind monitoring proposal
- Wind Farm proposal

On the next page is a chart that answers the question:

What is going on now?

On the Horizon	Emerging
• Renewable energy • Wave energy, kinetic energy, magnetic energy • Geothermal energy • High cost • Reuse & recycle paper, plastic, & glass • Hydrogen energy • Transfer station – waste management • Wind energy • Green construction • Solar • Use of ground water	• Commercial wind power • Wind energy • Energy efficiency • Residential alternative energy (geothermal/solar) • Housing development • Economic development

Big GAP between Horizon / Emerging and Established

Established
• Dependent on wood, oil, & natural gas • Government energy policies have changed slowly & very little • High & rising energy costs • Few options for energy sources • Remote & centralized power plants • Coal, natural gas, hydro • Fossil Fuel • $100/barrel oil

Estab-lished and Dying are TOO related

Dying
• SUV's • Forest (timber) due to disease & mismanagement • Logging • Steam power • Wood • Fossil Fuels • Fresh water supply

What has to change?

Tribal Level	Individual Level
• Proactive Tribal strategic planning • Knowledge more widespread • Commit to more sustainable future development • Personal values • Help and incentives for going green • More educated on energy	• Re-establish relationship to environment • Carpooling • Different relationship to "disposables" • Become inventive – cook differently for example • Be more aware, less wasteful • Be a more responsible consumer

What does this picture tell you?

Seems to indicate we are not good stewards	It does give us a place to focus	Suggests that planning is more reactive than proactive

Practical Vision Workshop Results *What do you see in place in 5 years?*				
☺			Effective Energy Policy for Tribe	
Developing Expertise and Capacity Building	**Increased Self-Sufficiency thru Sustainable Energy Development**	**Environmental Protection**	**Economic Development of Local Resources**	**Green Practices**
▪ Renewable Energy and Green Design Employee(s) ▪ Tribal Forester and Forest Management ▪ Educational Incentive Program for Youth (to serve community)	▪ Wind Energy from Small Scale (home) to Community Scale (Business) ▪ Monitoring of Solar Resource ▪ Wind Energy Used on Reservation ▪ Utilizing Alternative and Renewable Energy ▪ Wind Energy Government and Community ▪ Feasibility studies of all renewable Resource ▪ Commercial – Scale Wind Turbine ▪ Harness Energy from Water Current ▪ Renewable and Alternative Energy to Supplement Current Consumption	▪ Community Wide Recycling Program ▪ Transfer Station for Waste and Household Hazards ▪ Community Recycling Center (i.e. plastic, paper, glass) ▪ Solid Waste Transfer Station ▪ Curbside Recycling	▪ Utilize Local Resources (i.e. wild rice, fish, and maple syrup) ▪ Clean Water Supply – No Mining ▪ Community Gardening and Harvesting (Organic) ▪ More Local Jobs ▪ Fish Farm with Hydroponic Garden ▪ Manufacturing of Renewable Technology Hardware (id turbine blades) ▪ Community Garden ▪ ATV / Snowmobile trails next to roads ▪ Increase Tourism (water part, hunting, fishing and sightseeing)	▪ Government and Enterprises Utilizing Green Construction ▪ Community acceptance of "Green" Practices thru education ▪ Educating community on Energy Efficient Building (i.e. windows) ▪ Education of the Youth ▪ Incentives for carpooling ▪ Alternative Fuel Public Transportation ▪ Energy Efficient Building ▪ Green Bldg & Dev Policy / Code ▪ Making Energy Efficiency and Individuals Lifestyle ▪ Incentives and Help for Larger Individual Projects ▪ Carpools / Bus Service – Lower your Carbon Footprint ▪ Bicycle and Non-motor Trails

Underlying Contradictions Workshop *What is blocking us from moving toward our vision?*				
Perception of Negative Individual Attitudes toward the "New"	**History of Bad Investment Makes People Afraid to Invest Again**	**Role of New Energy Plan in Dealing with Other Issues is Not Obvious**	**New Staff Barely Have Their Feet Wet**	**Need Outside Expertise**
• Personal motivation & attitude against green practices • Old habits • Cultural beliefs & traditional ways of thinking • Fossil fuel addition • Convincing people to change habits • Many things set aside (business in particular) due to other focuses • Attitudes of community members (fear of change) • Fear of failure • Public unaware of green practices • Tendency to make excuses vs. solutions	• Use of cheaper options (even if not environmentally friendly • Low pay (in the area) • Seasonal work • Upfront money required • Short-term cost prohibitive • No recycling market nearby • Equal opportunities for small communities needing supplemental funds – too small scale up here • Few incentives for Tribal Members to recycle	• Environmental protection low on priority list • Government changes every three years • No local/government support to fight mine • Unexplored "green" opportunities • Wasn't a priority (sustainable energy development)	• Motivated, experienced people needed for developing expertise & capacity building • Not following through on Opportunities • Who's in charge of this initiative? • Big picture is too overwhelming	• We need feasibility study • Need more information, feasibility studies (wind & solar data) • Insufficient use of incentives • Feasibility of renewable & alternative resources is unknown

Strategic Directions Workshop *"What are specific actions the Tribe needs to take in the next two years to address the underlying contradictions and launch its vision?"*	
Bring Expertise In-House • Bring expertise to appropriate staff/departments • Hire additional staff • Develop partnerships – utilities, government, universities (MTU, TCU's) • Training for staff on renewable energy and energy efficiency	**Increase the Knowledge Base** • Research investment opportunities • Research funding opportunities • Do feasibility studies and research (wind, solar, etc.) • Bring in experts from other areas with successful programs to share their methods • Identify funding and external resources – grants, expertise, other tribes • Research availability of current feasibility studies on renewable energy and recycling • Get more computers – more knowledge and save hours of work and money • Training on multiple levels • Schedule workgroup meetings – monthly? Community input • Feasibility studies must be conducted to project the worth of these green practices • Education on energy costs savings
Structure How the Energy Plan is Implemented • Staff has control – eliminate red tape • Coordination between departments & committees within Tribal government • Communicate Directives (who's in charge) • Need time to research alternate funding & strategic plans – current staff • Develop management plan with clearly defined roles • Identify internal capacity of existing Tribal entities – committee, planning, college, NRD • Commitments from all parties involved	**Giving Policy to Implement** • Government policies to Prioritize "green" practices in land use plan & economic development • Develop budget for energy initiatives • Incorporate green development into land use plan • Need a resolution drafted for our "vision" and goals
Build Confidence • Need short-term "easy" to obtain goals to build confidence in the long-term goals • Develop small scale projects and move to big • Focus on cost-effective options first	**Increase Buy-in** • Educate investors to reduce fear about bad investments • Prioritize economic development options based on cost-benefit analysis • Prioritize green practices: recycling, solar, wind

	• Promote benefits of Energy Plan
Inform the People What's Happening • Educating the community (i.e. pamphlets, door-to-door, meetings) • Develop community education program for green opportunities (reduce fear of change) – brochure, web, news • Advertise and educate people on the benefits of going green • Education and communication through a variety of methods (mail, surveys, info dissemination, etc.) • Work with local schools and youth programs to educate youth on green practices	**Gain Community Support through Individual Incentives** • Incentive program for recycling • Provide programs to help individuals with energy efficiency • Provide people with incentives and help for larger projects • Develop incentive program to increase energy efficiency in homes

THE STRATEGIC DIRECTIONS

Strategic Intents		Strategic Directions: Moving the Tribe towards…
Bring Expertise In-House	*Increase the Knowledge Base*	**Capacity Building**
Structure How the Energy Plan is Implemented	*Give Policy to Implement*	**Preparing to Implement**
Build Confidence	*Increase Buy-In*	**Demonstrating Economic Benefit**
Inform the People What's Happening	*Gain Community Support through Individual Incentives*	**Involving the Community through Individual Action**

All Moving the Tribe Towards Self-Sustaining Development