



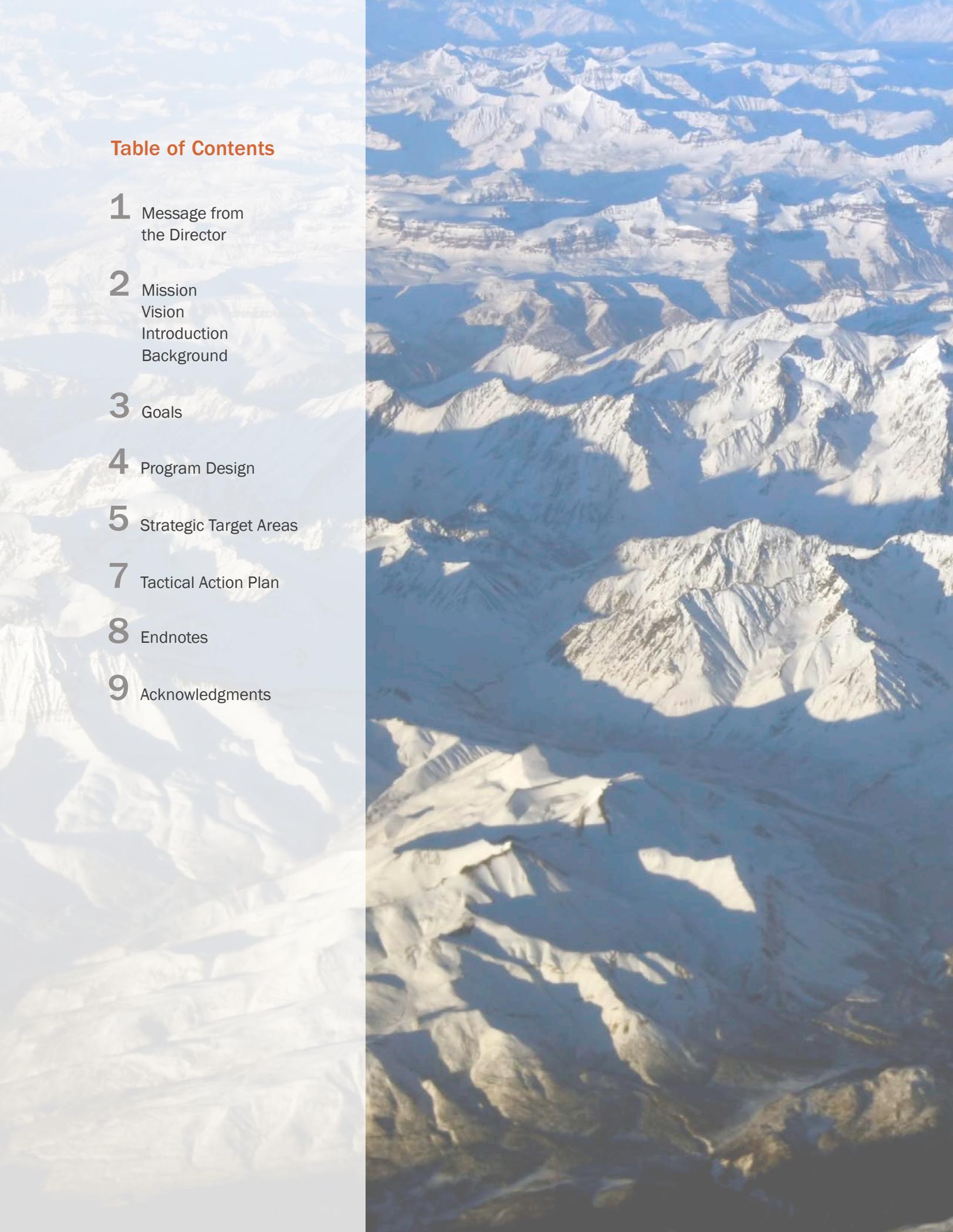
U.S. Department of Energy  
Office of Indian Energy Policy  
and Programs

# Strategic Roadmap 2025



U.S. DEPARTMENT OF  
**ENERGY**

Office of  
Indian Energy



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## Message from the Director



We have an opportunity. Tribes, like the rest of America, are working to improve the quality of their lives, protect their resources, and provide a path forward for their communities. American Indian lands represent less than 2% of the total U.S. land base, yet they contain an estimated 5% of our country's renewable energy generation potential. Tribes and Alaska Native communities have significant resources that can address both tribal and national energy goals and concerns.

Many teachings from Indian Country share a fundamental belief that we are all connected. Accordingly, many of the U.S. Department of Energy's (DOE's) critical missions—national security, energy infrastructure, energy security, and climate resiliency—intersect with the challenges, goals, and concerns of American Indians and Alaska Natives.

The DOE Office of Indian Energy Policy and Programs is committed to Indian Country's efforts today and tomorrow. By providing tribes and Alaska Natives with accurate information, quality training, expert technical assistance, and project financial assistance, DOE and the Office of Indian Energy are investing in the future of Native American communities. We understand that now is the time to build partnerships that help our country, our Native communities, and our future. We are here to serve.

The Office of Indian Energy and its staff are dedicated to finding new and permanent solutions to our shared challenges. Our mission, our vision, and this Strategic Roadmap are designed to meet the needs of American Indian and Alaska Native communities.

Chris Deschene

A handwritten signature in black ink, appearing to read 'Chris Deschene', with a long horizontal flourish extending to the right.

Director,  
U.S. Department of Energy  
Office of Indian Energy Policy and Programs

## Mission

To maximize the development and deployment of energy solutions for the benefit of American Indians and Alaska Natives.

## Vision

To be the premier federal office providing tribal communities and Alaska Native villages with the knowledge, skills, and resources needed to implement successful strategic energy solutions.

## Introduction

The U.S. Department of Energy (DOE or the Department) Office of Indian Energy Policy and Programs is investing in the future of Native American communities by providing accurate information, quality training, expert technical assistance, and targeted financial assistance. The support and resources we offer empower tribes and Alaska Natives to implement strategic, long-term, cost-effective solutions and strategies to address energy challenges, including climate change and extreme weather conditions. These solutions have the potential to reduce energy costs, enhance energy security, increase climate resiliency, promote tribal sovereignty, and create a sustainable energy future.

This document is the first Strategic Roadmap from the Office of Indian Energy. It is comprised of Strategic Target Areas and a Tactical Action Plan, which will be reviewed and periodically updated to ensure the Office remains aligned with its congressional mandates and DOE goals, is tracking progress toward meeting its goals, and can be responsive to changing conditions in Indian Country and the nation. The Strategic Roadmap is both a flexible document that adapts to continuously evolving conditions and the source of continuity that provides a long-term vision of our role with stakeholders and within the federal government.

By following the Strategic Roadmap 2025, the Office of Indian Energy will continue to deliver on our mission to maximize the development and deployment of energy solutions for the benefit of American Indians and Alaska Natives to 2025 and beyond.

## Background

Since 1992, in response to congressional mandates, DOE has been providing financial and technical assistance to federally recognized tribes, including Alaska Native villages and regional and village corporations, and tribal energy resource development organizations, for energy and energy-related infrastructure development. This Strategic Roadmap 2025 adheres to legislation, policies, and priorities as summarized in the Endnotes.

The Office of Indian Energy is charged by Congress under Title V of the Energy Policy Act of 2005 (EPA 2005) to direct, foster, coordinate, and implement energy planning, education, management, conservation, and delivery of programs that assist tribes with energy and natural resource development and efficiency, capacity building, energy infrastructure, reducing or stabilizing energy costs, and electrification of Indian lands and homes. For more information on the Office of Indian Energy, please visit our website at [www.energy.gov/indianenergy](http://www.energy.gov/indianenergy).

In October 2015, the Office of Indian Energy leadership initiated a series of facilitated strategic planning sessions to develop a 10-year strategic roadmap for success. After reviewing its vision, mission, and goals, the Office proposed an additional goal to reflect important work occurring on national energy



initiatives. From these goals, the Office of Indian Energy created strategic target areas and tactical actions, an organized approach for plan implementation. These specific actions were then woven into a larger narrative to further describe the Office and its program areas, which resulted in this final Strategic Roadmap 2025.

## Goals

The Strategic Roadmap 2025 includes five goals aimed at achieving the Office of Indian Energy's mission.

### **1. Promote Indian tribal energy development, efficiency, and use (42 USC § 7144e).**

Native American communities have significant resources that can contribute to both tribal and national energy needs. Tribes and Alaska Native communities also have needs in reducing local energy consumption, which could be met with energy efficiency measures and conservation.

### **2. Reduce or stabilize energy costs (42 USC § 7144e).**

High energy costs for electricity, heat, and transportation are significant barriers to sustainable economic growth in tribal communities, and these high costs limit the ability of tribes to provide basic needs, including traditional subsistence activities, food security, water and sewer, and adequate health care, as well as impede economic development on Indian lands. DOE's 10-Year Renewable Energy Strategy for the Arctic Region and deployment of energy efficient and clean energy projects throughout the United States will help lower energy costs for tribes.

### **3. Enhance and strengthen Indian tribal energy and economic infrastructure related to natural resource development and electrification (42 USC § 7144e).**

From 2002 to 2014, DOE invested \$48 million in 183 tribal clean energy projects valued at \$93.6 million. DOE's investments were leveraged by \$45.6 million in tribal cost-share. DOE will continue to assist tribally owned or partnered clean energy projects that provide affordable energy to tribal communities and increase economic development opportunities.

### **4. Bring electrical power and service to Indian land and the homes of tribal members (42 USC § 7144e).**

While most U.S. people live in areas where electricity is safe and reliable, there are many locations in Indian Country and the Arctic where electricity is unreliable and excessively expensive. Access to reliable, reasonably affordable electricity is a basic need that allows for food security, water and sewer, adequate health care, and sustainable economic activity and growth. DOE's support of microgrid technologies and technical assistance to tribes for interconnection, vulnerabilities, and strategic energy planning will foster electrification on tribal lands.

### **5. Support and promote meaningful tribal participation in critical national and global tribal energy initiatives and crosscuts, including the water-energy nexus, grid modernization, and microgrids.**

The Office of Indian Energy provides tribes with opportunities to participate in national and global efforts to address climate change and the impact on Arctic communities. Integrating clean energy concepts into community energy plans, fostering access to tribally owned resources, and developing appropriate technologies will help promote meaningful tribal participation in addressing climate change issues.

## Program Design

Funding for DOE's Tribal Energy Program historically has been provided within DOE's Office of Energy Efficiency and Renewable Energy (EERE). Beginning in fiscal year 2015, Tribal Energy Program funding was requested and appropriated within the Office of Indian Energy in an effort to foster a more holistic, fuel neutral engagement with tribes on all of their critical energy needs. The Office of Indian Energy will build upon DOE's past investments to accelerate deployment of renewable energy and energy efficiency technology on Indian lands. Each of the following activities implement the five goals of the Strategic Roadmap and the Tactical Action Plan.

### 1. The Tribal Energy *Deployment* Program includes:

- a. On-request technical assistance with project development
- b. Competitive technical assistance provided through the Strategic Technical Assistance Response Team (START) Program
- c. Education through webinars, forums, and workshops
- d. Financial assistance, including grants and technical assistance to increase access to private capital, including partnering with the DOE Loan Programs Office
- e. Coordinating and managing grants to help tribes and inter-tribal organizations build capacity
- f. On-site support

### 2. The Tribal Energy *Innovation* Program includes:

- a. Identification of tribal interest and/or priorities in DOE science and energy programs (working with the Indian Country Energy and Infrastructure Working Group [ICEIWG] and the Quadrennial Energy Review [QER])
- b. Inter- and intra-departmental science and energy program coordination and collaboration (e.g., resilience, energy assurance, QER)
- c. Technology transfer, commercialization of new and innovative technologies for deployment in Indian Country, and tribal energy workforce development in collaboration with DOE and interagency efforts

### 3. The Tribal Energy *Policy* Program includes:

- a. Arctic program (e.g., Energy Working Group for the Arctic Executive Steering Committee to implement the National Strategy for the Arctic Region, development and implementation of the 10-Year Renewable Energy Strategy for the Arctic)
- b. Adoption, implementation, and updating of the Strategic Roadmap 2025
- c. Memorandum of Understanding (MOU) with federal and state agencies to advance tribal energy development in Indian Country (e.g., MOUs with the U.S. Department of the Interior and the Alaska Energy Authority)
- d. Tribal participation in DOE crosscut initiatives and demonstration projects (e.g., water-energy nexus, grid modernization, microgrids)
- e. Convening tribal and energy industry stakeholder dialogues around emerging scientific, regulatory, and business issues
- f. Analysis of options and development of recommendations in the tribal energy nexus (e.g., Rural Utilities Study, Climate Vulnerabilities Study)

## Strategic Target Areas

The Office of Indian Energy uses five Strategic Target Areas to create annual performance targets, which measure progress toward implementation.



### **1. Internal Operational Excellence: People, Communications, Operational Structure**

Ensuring the Office of Indian Energy team has the resources to carry out its mission. Staff, communications support, and an appropriate operational structure are critical to enabling the Office to help advance the priorities of Indian Country. This will be accomplished through:

- Strategic planning meetings (three times a year)
- Training needs assessments
- Developing a staffing plan to carry out the mission efficiently
- Developing a contracting and procurement strategy



### **2. External Excellence: Partnerships, Relationships, Communications, Reputation**

The Office of Indian Energy can only succeed in its vision to be the *premier federal office for tribal energy* through important partnerships and relationships with key stakeholders. Fostering productive communication and relationships builds a reputation for the Office of Indian Energy as a legacy program meeting tribal energy needs in the United States. This will be accomplished through:

- Developing and implementing a Communications Plan
- Developing a Congressional and Intergovernmental Affairs Strategy
- Establishing official partnerships with local, state, and federal authorities
- Meeting the requests of more tribes
- Being recognized as the premier office for Indian energy



### **3. Institutionalize the Office of Indian Energy**

Through this Strategic Roadmap, efforts toward establishing the Office of Indian Energy as a stable and permanent presence within DOE are a priority. A sustainable program office is critical to carrying out the mission and vision of the Office of Indian Energy over the long term and to establishing the Office as the gateway for tribes to access DOE and for DOE to interact with tribes. This will be accomplished through:

- A reauthorized and fully appropriated Office of Indian Energy with no-year program funds, similar to all other DOE science and energy programs
- The Office of Indian Energy being perceived as a core Indian program



#### **4. Advance Indian Energy Policy**

A central function of the Office of Indian Energy is to advance policy that improves energy development and security in Indian Country. This will be accomplished through:

- Developing standard operating procedures (e.g., procurement, communications, human resources)
- Establishing an Office of Indian Energy legislative/policy strategy
- Developing an ICEIWG work plan
- Developing energy and energy services procurement preferences
- Policy group participation in correspondence response via the Secretary of Energy
- Conducting Business Roundtable forums to encourage investment
- Partnerships with the private sector
- Integrating the Loan Program and Deployment Program
- Creating an Energy Implementation Framework for DOE Indian Policy
- Evaluating and updating the Strategic Roadmap, Strategic Target Areas, and Tactical Action Plan



#### **5. Maximize Services to Indian Country**

The Office of Indian Energy promotes government-to-government partnerships and intra- and inter-governmental coordination and policy. This includes education and capacity building and access to capital and technical assistance. Through these programs, the Office will advance energy development, efficiency, access, and use in Indian Country. This will be accomplished through:

- An intertribal energy program
- Technical assistance curriculum certificate
- Developing an Energy Innovation Plan
- Creating a Technical Assistance Provider Plan
- Completing the Alaska Plan
- Completing the Lower 48 Plan
- Developing performance measures
- Arctic coordination
- Implementing another Tribal Energy Summit

## Tactical Action Plan

Below is our Tactical Action Plan, organized by Strategic Target Areas, which includes planned Tactical Actions/Activities through 2025.

### Strategic Goals

- 1 Promote Indian tribal energy development, efficiency, and use
- 2 Reduce or stabilize energy costs
- 3 Enhance and strengthen Indian tribal energy and economic infrastructure related to natural resource development and electrification
- 4 Bring electrical power and service to Indian land and the homes of tribal members
- 5 Support and promote meaningful tribal participation in critical national and global tribal energy initiatives and crosscuts, including the water-energy nexus, grid modernization, and microgrids

Strategic Target Areas	Strategic Goals	Tactical Actions/Activities
 <p>1. Internal Operational Excellence: People, Communications, Operational Structure</p>	1 3 5	Strategic planning meetings (three times a year)
	1	Training needs assessments
	1 2 3 4 5	Develop staffing plan: sufficient staff at DOE to carry out mission efficiently
	1 2 3 4 5	Develop contracting and procurement strategy
 <p>2. External Excellence: Partnerships, Relationships, Communications, Reputation</p>	1 3 5	Develop and implement Communications Plan
	1 3 5	Develop Congressional and Intergovernmental Affairs Strategy
	1 2 3 4 5	Assist tribes to develop a National Tribal Energy Plan
	1 2 3 4 5	Official partnerships with local, state, and federal authorities
	1 3 5	Meet the requests of more tribes
 <p>3. Institutionalize the Office of Indian Energy</p>	1 2 3 4 5	Reauthorized and fully appropriated Office of Indian Energy
	1 2 3 4 5	Multiyear appropriation
	1 2 3 4 5	Office of Indian Energy perceived as a core Indian program
 <p>4. Advance Indian Energy Policy</p>	1 2 3 4 5	Develop standard operating procedures (procurement, communications, HR)
	1 2 3 4 5	Office of Indian Energy legislative/policy strategy
	1 2 3 4 5	ICEIWG work plan developed
	1	Develop energy and energy services procurement preferences
	1 2 3 4 5	Policy group participates in correspondence response via Secretary of Energy
	1 2 3 4 5	Business Roundtable forums
	1 2 3 4 5	Partnerships with the private sector
	1 2 3 4 5	Integrate Loan Program and Deployment Program
	1 2 3 4 5	Energy Implementation Framework for DOE Indian Policy
	1 3 5	Evaluate and update strategic plan
 <p>5. Maximize Services to Indian Country</p>	1 2 3 4 5	Intertribal energy program
	3 5	Technical assistance curriculum certificate
	3	Develop an Energy Innovation Plan
	3 5	Technical Assistance Provider Plan
	1 3 5	Complete Alaska Plan
	1 3 5	Complete Lower 48 Plan
	1 2 3 4 5	Develop performance measures
	1 3 5	Arctic coordination
	5	Implement another Tribal Energy Summit

## Endnotes

As a contributing program to the overall DOE strategy and Congressional mandates, this Strategic Roadmap 2025 considers important adherence to statutory direction from the Indian Tribal Energy Development and Self Determination Act of 2005 (Energy Policy Act of 2005, Title V, codified at 42 USC § 7144e and 25 USC § 3501 et seq.), Energy Policy Acts of 1992 and 2005, and the Energy Independence and Security Act of 2007. This Roadmap also follows the priorities outlined in Executive Order 13175 (Consultation and Coordination with Indian Tribal Governments) and Executive Order 13689 (Enhancing Coordination of National Efforts in the Arctic).

The Indian Tribal Energy Development and Self-Determination Act of 2005 (Title V, Indian Energy, of the Energy Policy Act of 2005, Pub. L. 109-58) requires that the Director of DOE's Office of Indian Energy Policy and Programs "shall provide, direct, foster, coordinate, and implement energy planning, education, management, conservation, and delivery of programs of the Department that (1) promote Indian tribal energy development, efficiency, and use; (2) reduce or stabilize energy costs; (3) enhance and strengthen Indian tribal energy and economic infrastructure relating to natural resource development and electrification; and (4) bring electrical power and service to Indian land and the homes of tribal members located on Indian lands or acquired, constructed, or improved (in whole or in part) with Federal funds." 42 USC § 7144e. These efforts are primarily met by providing cost shared federal funding to Indian tribes and tribal entities through tribal financial assistance awards.

Section 503 of the Energy Policy Act of 2005 (EPAAct 2005) further authorizes DOE to provide grants, on a competitive basis, to an Indian tribe or tribal energy resource development organization for use in carrying out "(A) energy, energy efficiency, and energy conservation programs; (B) studies and other activities supporting tribal acquisitions of energy supplies, services, and facilities, including the creation of tribal utilities to assist in securing electricity to promote electrification of homes and businesses on Indian land; (C) planning, construction, development, operation, maintenance, and improvement of tribal electrical generation, transmission, and distribution facilities located on Indian land; and (D) development, construction, and interconnection of electric power transmission facilities located on Indian land with other electric transmission facilities." 25 USC § 3502(b)(2). DOE is also directed to develop a program to support and implement research projects that provide Indian tribes with opportunities to participate in carbon sequestration practices on Indian land. 25 USC § 3502(b)(3)(A).

The DOE American Indian & Alaska Native Tribal Government Policy sets forth seven principles to ensure effective implementation of a government-to-government relationship. This policy is based on the U.S. Constitution, tribal laws and constitutions, treaties, Supreme Court decisions, Executive Orders, statutes, existing federal policies, and the dynamic political relationship between Indian nations and the federal government.

- DOE recognizes the federal trust relationship and will fulfill its trust responsibilities to American Indian nations and Alaska Native villages.
- The Department recognizes and commits to a government-to-government relationship and will institute appropriate protocols and procedures for program and policy implementation.
- The Department will establish mechanisms for outreach, notice, and consultation, and ensure integration of Indian nations into decision-making processes.

- Department-wide compliance with applicable federal cultural resource protection and other laws and Executive Orders will assist in preservation and protection of historic and cultural sites and traditional religious practices.
- The Department will initiate a coordinated Department-wide effort for technical assistance, business and economic self-determination development opportunities, education, and training programs.
- The Secretary of Energy will conduct periodic summits with tribal leaders for performance review of policy implementation and issue resolution.
- The Department will work with other federal and state agencies that have related responsibilities and relationships to our respective organizations as they relate to tribal matters.

DOE issued its first American Indian Policy in 1992 and subsequently issued DOE Order 1230.2 establishing the responsibilities and roles of DOE management in carrying out the policy. In 1998, at the request of and in consultation with Indian nations, DOE revised the Policy to effect greater and more comprehensive implementation. A revised American Indian and Alaska Native Tribal Government Policy (DOE Indian Policy) was issued on October 31, 2000.

On January 20, 2006, the Secretary reaffirmed the revised DOE Indian Policy that outlines the principles to be followed by the Department in its interactions with tribes. In 2009, the Department issued DOE Order 144.1, which superseded DOE Order 1230.2, and reaffirmed and transmitted the Policy, its guiding principles, implementation framework, and contractor requirement documents.

On November 5, 2009, President Obama issued a Memorandum for the Heads of Executive Departments and Agencies regarding tribal consultation. The Memorandum committed to regular and meaningful consultation and collaboration in policy decisions that have tribal implications, including complete and consistent implementation of Executive Order 13175.

## Acknowledgments

The Strategic Roadmap 2025 was created by the leadership of the Office of Indian Energy. Contributors:

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For more information on the Office of Indian Energy's investments in the future of tribal communities and to access resources, visit [www.energy.gov/indianenergy](http://www.energy.gov/indianenergy)



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