

**U.S. Department of Energy  
Tribal Energy Program “First Steps” Grant Award**

**Close Out / Final Report  
DOE/Fort Peck Award: DE-GO-Agreement # GO15192**

**Submitted by: Fort Peck Indian Tribes**

**Project Title: Strategic Planning and Energy Options Analysis  
For the Fort Peck Indian Tribes - Assiniboine & Sioux**

**Project Period:** FY05 Grant Period to December 31, 2006  
Inclusive of 1 (one) extension

**Report Date / Period:**  
March 31, 2007  
Inception to December 31, 2006

**Recipient Organization:** Fort Peck Indian Tribes (Assiniboine & Sioux)

**Partners:** [Current to Conclusion]  
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**Strategic Planning and Energy Options Analysis  
For the Fort Peck Indian Tribes – Assiniboine & Sioux**

**Executive Summary**

At the turn of the Millennium, a wrangled attempt to restructure the utility and energy services industry gave way to a Competitive Energy Marketplace; emanating to Global proportions. As a result, Tribal Nations are increasingly vigilant of the opportunities for resource development within the Tribal Landbase.

No longer complacent as passive royalty participants, Tribes are striving to become energy and economically sufficient through proactive measures. The Assiniboine and Sioux Tribes of the Fort Peck Indian Reservation under the guidance of an elected Tribal Executive Board, the input of community stakeholders, and the practice of Tribal resource consultants are building the analytical capability and the local capacity to extract the natural and energy resource potential for the benefit of the Tribal community.

For generations, efforts to varying degrees were made in this regard; some successful, some ongoing, some falling short of the desired outcome. Under the DOE Tribal Energy Program a revived opportunity now exists to develop a strategy whereby the Tribes will formulate a blue print for resource development.

Each of the Tribe's energy resources offers a development potential that represents multiple phases of economic activity including planning, construction, operation and maintenance. Each phase then offers new job creation, technology transfer, and a benchmark for progress towards Tribal self-determination.

The primary objective then is to utilize the grant funds to facilitate a Strategic Energy Planning and Energy Options Analysis for the Fort Peck Indian Tribes (Assiniboine & Sioux). Upon fulfillment, this working document will serve as a directional guide towards realizing the value of the Tribal energy resource base for the benefit of the Tribal community.

**Strategic Planning and Energy Options Analysis  
For the Fort Peck Indian Tribes – Assiniboine & Sioux**

### **Proposed Objectives**

Two phases of work are proposed that build upon the current economic development goals of the Fort Peck Indian Tribes. Phase I will develop a Strategic Energy Plan (SEP) for the Tribes. The SEP will be developed by defining Tribal energy goals and objectives contained in the Fort Peck Tribes Energy Vision Statement.

Following the completion of the SEP, in accordance with the Vision Statement, the Fort Peck Tribes Energy Implementation Action Plan will be created to clearly define the necessary steps and responsibilities to carry out the Strategic Energy Plan.

Phase II, Energy Options Analysis, will examine energy generation estimates for Tribal Energy Resources. This will include: identification of potential energy markets, establishing a proactive Tribal energy deployment strategy, and conclude with the creation of a Tribal energy solicitation process that outlines how the Tribes will elicit and manage Tribal resource development proposals.

### **Project Accomplishments**

Phase I projects activities were essentially true to form. With consideration to the Tribe's "market basket" of energy resources; the development potential and process represents multiple phases of economic activity including planning, construction, operation and maintenance. Each phase then offers new job creation, technology transfer, and a benchmark for progress towards Tribal self-determination.

The approach to the Tribal Strategic Energy Plan is to identify each resource irrespective of the development potential. In other words, viewing the resource as an absolute; with minimal regard to development expense, efficiencies of technology, or factor of accessibility to any of the above. The result is best described as a Comprehensive Resource Assessment for Tribal Strategic Energy Planning.

> Attachment I is the representative product for Phase I

During the course of Phase II, a Project Scope alteration was made to accommodate a Project Partner changeover. While the Objective remained the same, the Energy Options Analysis did not include the proposed *energy generation estimates*. However, the Project Team concludes that the extensive effort afforded to the Strategic Energy Plan renders a complete and more usable blueprint to the Fort Peck Indian Tribes.

Moreover, the deployment efforts by the Tribes surpassed the expectations of the stated objectives with the formation of the Fort Peck Tribal Energy Office. A synopsis of the

Office as described by the Tribal Office of Economic Development under the guidance of the Tribal Executive Board:

“ . . . Through Tribal resolution, the Fort Peck Indian Tribes operate a Tribal Energy Office as designated oversight for the Tribes’ energy resource development.

Under guidance by the Tribe-formulated Strategic Resource Development Plan, the office has responsibility for all pertinent resources available to the Tribe. A priority status has been established for each component of the Plan and the Tribe is proceeding according to the resource development potential and feasibility.

The office staff consists of the Office Coordinator, and two Administrative Assistants. Additional resources are available to the Office under existing agreements with outsource consulting firms specializing in Tribal Energy Resource Development. The primary responsibility of the Office Coordinator is to pre-assess Economic and Technical proposals given to the Tribe for consideration; provide recommendations regarding such proposals; and present to the Tribal decision hierarchy; with the decision of the Tribe communicated back to the proposal origin. In addition, the Coordinator will interface with both Community and Industry alike on a near-daily basis regarding existing and potential resource development concerns.

Overall, the Mission for the Office is to devise and implement the Strategic Energy Plan for Tribal Resource Development for the social and economic benefit of the Tribal Community.

To date, the activities of the Office include the assessment and development of the Tribes’ abundant wind resource. Under a federal grant from the U.S. Department of Energy, the Tribes have installed and now operate twin 50 kW wind turbines (100 kW total). Continuing analysis to increase the interface capability with the existing electric power infrastructure will provide the Tribe with a wheeling capability for power export.

Furthermore, the Office is examining the requirements for managing the federal Hydropower Allocation from WAPA. There is strong evidence that the value of this resource can be optimized through direct management of the allocation. This activity is targeted as an anchor component of the Office. The Tribe is keenly aware that management of the Allocation will require both cooperation and coordination between WAPA, the Tribe, and those intermediary entities currently managing the WAPA Hydropower supply.

With regard to the Future Objectives of the Energy Office, these will be inclusive of the following resource categories; with immediate efforts to implement based on initial assessment by the Office Coordinator and the Fort Peck Indian Tribes.

Enhanced Wind Resource Analysis

Fossil Fuel Quality & Quantity Assessment - Oil and Gas

Fossil Fuel Quality & Quantity Assessment – Coal, including Coal Bed Methane (CBM)

Geothermal Technology Application(s)  
Hydropower Allocation Optimization  
Energy Efficiency / Demand Side Management  
Tribal Utility Authority (TUA) Development Strategy  
Integrated Resource Plan (IRP) Review and Revise  
Tribal Resource Development Model  
Inter-Community Energy Commerce  
Education and Energy: Integrating Knowledge with Technology  
Energy Resource Optimization Modeling

### Tribal Energy Office

The Tribes and current Project Partner New West are determining staffing capability for the recently approved Tribal Energy Office. It is understood that the Office Coordinator will have to interface with both Community and Industry alike on a near-daily basis. Coordinator will have the ability to pre-assess Economic and Technical proposals given to the Tribe for consideration; recommendations regarding such proposals will be presented by the Coordinator to the Tribal decision hierarchy; with the decision of the Tribe communicated back to the proposal origin.

Locating potential candidates for Tribal Energy Office Coordinator are underway. The Tribe has crafted a Position Description reflecting the ultimate qualifications of the intended candidate.

> Attachment II: “Position Description – Tribal Energy Office Coordinator”

### Strategic Energy Plan

In lieu of the Energy Generation Estimates as originally planned for Phase II, an outline synopsis is devised for an Economic Resource Assessment. The Tribes consider this assessment a preliminary step to the Generation Estimates. This exercise then, is the impetus for attaining the critical element of Resource Development: Net Present Value.

> Attachment III: “Resource Economic Analysis Outline”

[Note of fact: cited in Final Quarterly Report - October 31, 2006] The original Project Partner to the Fort Peck Indian Tribes, Power Procurement Group (PPG) is no longer an active participant to the First Steps Grant Activity. New West Technologies, at the behest of the Tribes has assumed the responsibilities of Project Partner and is acting under Tribal direction.

With the departure of PPG, the Tribes and New West have essentially reconvened the Project activities from the point of inception. Though well versed in the matters of Tribal Strategic Planning, New West has been able expedite the historical resource review, resource assessment and community input phases of the Project requirements.

## Project Summary

The encompassing intent of the Fort Peck Indian Tribes is to enhance existing capabilities to extract maximum value from the Tribes' resource base. Economic development at the hands of the Tribes will ultimately benefit the Tribal community in a manner that will sustain Tribal prosperity - as defined by the Tribes.

A transition from passive royalty participation to proactive resource management will effect an economic multiplier of 6x, perhaps 8x. This assertion reflects a simple conversion of the standard royalty agreement of 1/6<sup>th</sup> to 1/8<sup>th</sup> payment value to 100% value to the resource owner and manager. This effect can bear further increases with offshoot economic activity, stemming economic leakage and attracting fresh economic opportunities by and for the Tribes.

As a steward of vast and varied energy resources, the Fort Peck Indian Tribes seek a method for resource development to fulfill the requirements of a burgeoning Tribal community. The decision to formulate a Tribal Strategic Energy Plan in concert with existing Tribal development ventures provides the critical keystone to a energy resource Tribe.

Calling upon established relationships with extensive Tribal energy experience, the Fort Peck Tribes employed consulting expertise to facilitate their blueprint for resource development. The initial Project Partnership did not meet the level of progress anticipated by the Project parameters. After an interim reevaluation, and a subsequent Project extension, the Tribes engaged the consulting talent of a former Community Member. The historical ties between the Fort Peck Indian Tribes and New West Technologies, Inc., substantiated the notion that working with Tribes requires a sentiment of Tribal culture and custom. With this in place, the new Project Partnership expanded the depth and breadth of the project goals.

This is most evident by the creation of a Tribal Energy Office to administer the Strategic Energy Plan (SEP) as a primary mission. With sole focus on matters of resource development, the Office intends to prioritize, revise, and/or augment the SEP as conditions warrant. This is unique in the sense that most Tribal development scenarios portray single Tribal representative multi-tasking several, and often, unrelated administrative duties.

With the advent of the Tribal Energy Office, the Tribes are now considering a wholly owned and operated Tribal Utility, participating in derivative or secondary energy markets, serving as a energy hub for inter-Tribal energy commerce and building the tribal capacity for increased federal hydropower allocations from the Western Area Power Administration (WAPA). Furthermore, the Tribes foresee the ability to supply electric power back to WAPA in the form of renewable energy.

A tandem project to this “First Steps” endeavor is the development of renewable energy from a substantive wind resource. The twin 50 kW (100 kW total) wind turbine system serves to offset the energy expense of the Tribal Administration Complex. More so, the Tribes acquire hands-on experience in the maintenance and operation of wind turbine systems.

Overall, the Tribes achieved the objectives of the First Steps Project. In certain instances the outcome exceeded the initial expectations of the Tribes; and in the process strengthened the collective resolve to achieve Tribal energy sufficiency

**Products / Patents / Publications / Presentations**

Cited above or attached below.

## ATTACHMENT I

### COMPREHENSIVE RESOURCE ASSESSMENT FOR STRATEGIC ENERGY DEVELOPMENT

#### FORT PECK INDIAN TRIBES - ASSINIBOINE & SIOUX -

##### Tribal Energy Office

In accordance with the Tribe-authorized Energy Office, the appointed Office Manager will establish the office entity, coordinate the staffing and development of an Objective Statement for the Office. Upon completion of this cursory duty, the Office Manager will devise and implement a Strategic Energy Plan for Tribal Resource Development for the social and economic benefit of the Tribal Community.

Project Partner will coordinate with present Project Manager to establish the Fort Peck Energy Office. Provide assistance with staffing and the development of Objective Statement for the Office. Interface with Office for current and future energy development tasks.

With regard to the Objectives of the Energy Office, these will be inclusive of the following resource categories; with immediate efforts to implement based on initial assessment by the Office Coordinator and the Fort Peck Indian Tribes.

##### Wind Resource Analysis

Pertinent to the existing twin 50kW (100kW total) wind turbine electric power generators quantify current and future economic benefit. Identify and analyze additional sites for wind development potential.

- Continue feasibility analysis as a source of electric power for the Administrative Complex, Enterprise Operations, and Community Service Centers.
- Examine the economic viability of a hybrid power generation system combining conventional power generation and wind turbine technology. Provide an incremental economic analysis comparing a stand-alone wind turbine facility and the hybrid generation facility.

##### Fossil Fuel Quality & Quantity Assessment - Coal

Determine sources for available data on the Nation's coal resource. Research available data and offset sources of data as a precursor to the following activities:

- Assess the feasibility of coal development as a feedstock for alternative fuel process technology(s), i.e. Coal Gasification and Gas-to-Liquid technologies
- Establish the development discipline and protocol for the developmental use of coal for alternative fuel processes
- Initiate dialogue with available technology sources
- Preliminary analysis of economic incentives for alternative fuel resource supply
  - Developmental funding
  - Market strength

#### Fossil Fuel Quality & Quantity Assessment - Coal Bed Methane (CBM)

Determine sources for available data on the Nation's coal resource. Research available data and offset sources of data as a precursor to the following activities:

- Determine and validate the content ratio of Methane Volumes per Coal Tonnage.
- Assess development feasibility based upon content value research
- Assuming a viable development resource, proceed with two-fold analysis of CBM development
  - Community distribution and utilization
  - Fuel supply for conventional power generation technology(s)
- Proceed with community distribution assessment for a specific low cost, high accessibility community site or location
- Proceed with power generation assessment based upon the community scale power generation concept of locating and sizing generation facilities for a specific load-demand site
- Initiate a dialogue with Tribes with existing CBM development or resources within the Tribal landbase; goal will be to establish Tribal CBM Coalition to promote CBM development among Tribes with coal-based fossil resources.

#### Fossil Fuel Quality & Quantity Assessment - Oil and Gas

*The Fort Peck Indian Tribes currently have a consulting agreement outside the Grant parameters for Oil and Gas assessment.*

#### Geothermal Technology Application(s) - Ground Source Heat Pump (GSHP)

GSHP technology is well established technology utilizing the temperature gradient of the near sub-surface of the earth as a means for constant temperature regulation for occupied space(s). Disgen is presently working to establish a Tribal GSHP capacity under a proposed funding solicitation. Given the existing contract/client relationship with Disgen, the Nation will evaluate the partner participation in this effort. As a precursor to this activity the Nation will proceed with the following developmental items.

- Determine sources of GSHP information and technical assistance
- Identify GSHP application opportunity for Tribal facilities
- Economic evaluation of extended application of GSHP at multiple Tribal facilities
- Participate in demonstration or pilot activity for technology application in northern plains climate residential or community environment

### Hydropower Allocation Optimization

Review documents for Tribal allocation of federal hydropower from Western Area Power Administration (WAPA).

- Assess then current load requirements in comparison to current and projected load requirements
- Evaluate current benefit from federal hydropower allocation for any value added options
- Analyze current benefit conveyance versus direct use benefit utilizing a Tribal Utility mechanism
- Posture Tribe for future allocations or existing aggregation potential to maximize Tribal allocation of hydro-resource
- Evaluate Tribal ownership / operation of existing or developable hydro-facilities.
- Develop contingency plan for reduced hydro-power allocation; priority strategy will be to mitigate reduced and unsubstantiated allocation efforts

### Energy Efficiency / Demand Side Management

Energy Efficiency Audit is a detailed measurement of all the energy usage for buildings, transportation, agricultural, water, & waste treatment facilities.

The audit would include the inventory the energy usage of an HVAC equipment and controls, lighting, water systems, emergency power system., An energy audit identifies and evaluates energy management opportunities for a facility. During an audit, a baseline is developed to characterize the record energy use. Individual unit operations, processes, and major energy-consuming equipment are evaluated to energy management opportunities and high return-on-investments.

Demand Side Management refers to actions taken on the customer's side of the meter to change the amount or timing of energy consumption. Offer a variety of measures that can reduce energy consumption and consumer energy expenses that may lead to postponing the construction of new generating plants.

HVAC Building Commissioning is the process of ensuring that building systems are designed, installed, functionally tested and capable of being operated and maintained according to the owner's operational need and to meet the design intent.

- Applicable to Tribes
  - Coordinate an energy audit service offer by utilities and state sponsored program for the local school, tribal energy building, and community center.
  - Review the utility bills and operation of the tribal administration building and water treatment plant and identify cost saving measures.

- Use the energy audit as baseline in determine the best rate-of-return in reducing and applying the appropriate technologies such as ground source heat pump installation or solar equipped parking lot lights.
- Assist in instituting technologies for Tribal construction program using sustainable technologies such as passive solar strategies, use energy efficient appliances, and establish a more energy efficient “green” building codes

#### Tribal Utility Authority (TUA) Development Strategy

Within the existing competitive energy marketplace, Tribes hold a distinct economic advantage. As Tribes exercise energy sovereignty, the once fractionated resource value to the Tribe now becomes a value added benefit to the Tribal community.

Energy resources across the Land are under reexamination for economic opportunity as consumer demand for energy products soars to new heights. Conventional resources, renewable resources, alternative resources are all means to economic development.

Developing “Utility Ability” gives Tribes the capacity to dispense the developed value of a Tribal resource directly to the community. Wind speed, coal seams, oil deposits, solar intensity, flowing water, bio-waste, or a resource as simple as proximity to energy infrastructure or marketplace all have value to a burgeoning Tribal energy economy. In order to establish such ability, the Nation will formulate a strategy to develop a mechanism to capture the full value of the Tribal resource base.

- Review existing relationship with current Energy Service Provider (ESP)
  - Assess relationship for opportunity to partner, add-value, assume operational majority
  - Inventory asset base of ESP, evaluate capital requirements to duplicate asset base
  - Evaluate aggregate ESP opportunities for Inter-Tribal energy alliances
- Formulate TUA development strategy for the Nation

#### Tribal Utility Authority (TUA) Development Strategy

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#### Utility Policy Analysis

Undertake a review of existing tribal laws and ordinances, existing contractual arrangements with current utility providers, such as existing franchise or other utility agreements, and existing right of way arrangements. Analyze these documents in light of a changing national energy policy to develop a set of recommendations for changes to existing tribal laws and ordinances, and negotiation options for improving existing arrangements. Provide draft comments and assistance with tribal consultation regarding national tribal energy opportunities to position the tribe to be able to take advantage of energy opportunities.

#### Integrated Resource Plan (IRP) Review and Revise

Review IRP submitted during Tribal allocation process of federal hydropower from the WAPA Upper Missouri Valley region.

- Use IRP as baseline for 2006 Tribal Resource Comprehensive Assessment and Development Model for the Nation
- Update existing IRP with current data
- Maintain existing IRP as a dynamic document, such that IRP can be submitted as a Tribal authorized document for grant or funding solicitations, investment review, industry alliance partnership or any activity related to the Nation's resource development interests

#### Tribal Resource Development Model

Establish current year (2007) Model, utilizing existing IRP, as an overall Tribal goal for economic expansion derived from a Tribal directed energy resource development strategy

Present the Development Model as a successful development strategy for Indian Country

#### Identification and Acquisition of Financial Resources

Locate pertinent funding sources for Tribal energy development activities, Including but not limited to:

- Federal funding sources
- Conventional funding sources
- Private funding sources
- Non-traditional funding sources

#### Inter-Tribal Energy Commerce

Ultimately, the realization of the Tribal Energy Vision of Energy Sufficiency will rely on the cornerstone component of Inter-Tribal Energy Commerce. The potential energy supply available from Tribal resources exceeds by far the aggregate energy demand throughout Indian Country.

Developing the capacity for Tribal directed energy resource development will serve as the conduit among Tribes to fulfill the Tribal energy supply and demand. The impetus to

achieving this level of capability should be considered beyond the metaphorical scenario of “when the lights go out.” Given the existing state of the national transmission grid, there is strong physical evidence that to some extent whole regions of the country will lose power for some prolonged period. Energy Sufficiency among the Tribes will shield against the impending social and economic collapse resulting from large scale power losses.

Cursory examination of the Tribe’s energy and natural resource base suggests that the Fort Peck Indian Tribes represent a surplus provider of Tribal energy to fulfill a regional demand. Thereby, the responsibility of Tribal resource development by exercising Tribal energy sovereignty must clearly be fulfilled by the Assiniboine and Sioux communities.

#### Education and Energy: Integrating Knowledge with Technology

When Tribal crafters integrate culture with art, the result is a uniquely identifiable art form of value and appreciation. This same concept of applying Education with Energy will yield the same result: a product yielding value and appreciation. In this case the value is Economic Benefit, the appreciation is Economic Sustainability.

In concert with the Tribes’ Higher Education Facility as well as the entire Tribal Educational Community, an energy-themed curriculum will be developed to meet the following objectives.

- Energy Awareness
  - Why does the light switch work?
- Energy Knowledge
  - How does the light switch work?
- Energy Resources
  - What makes the light switch work?
- Energy Independence
  - Who makes the light switch work?
- Energy Availability
  - Where is the light switch?

Knowing the answer to these inquiries is a direct result of Energy Education. With this knowledge, the Tribes’ can pose the final topic with the final statement.

- Energy Value
  - We can make the light switch work

Ultimately, the Tribes’ educational focus on energy will facilitate necessary and informed decisions on resource development. From Council to Community, a consensus will be readily attainable; as energy knowledge will foster the translation of resource development to energy sufficiency and economic prosperity.

#### Strategic Energy Resource Planning

Formulate a synopsis objective-outline for the aforementioned analysis, evaluation and assessment of energy and natural resource development. Specific items and activities to be determined from the aforementioned task recommendation(s) and further designated by the Tribe.

- Wind Resource Development
  - Electric Power Transmission and required facility(s) Analysis
  - Electric Power Market Analysis
  - Power Purchase Agreements
  - Energy & Economic Advantage Analysis pertinent to Tribal ownership and operations
- Fossil Resources for Fuel Assessment
  - Development potential
  - Economic value / benefit
  - Sustainability of resource development
  - Value added potential for electric power generation
- Water Resource Quality and Use Analysis
  - Existing water sources
  - Water resources resulting from development activities
  - Potential water resources
- Community Scale Electric Power Generation
  - Conventional Distributed Generation technology
  - Non-Wind Renewable Power Generation technology
  - Hybrid Generation technology
  - Energy Storage technology

#### Energy Resource Optimization Modeling

Cumulative resource value assessment utilizing resource development forecasting mode.

## **ATTACHMENT II**

**POSITION DESCRIPTION  
TRIBAL ENERGY OFFICE  
FORT PECK INDIAN TRIBES  
- ASSINIBOINE & SIOUX -**

**Director – Tribal Energy Office  
Fort Peck Indian Tribes  
Department of Energy**

**Introduction:**

This position is located within Fort Peck Indian Tribes Department of Energy. The Tribal Energy Office is responsible for the energy resource development activities consistent with the Tribes' Strategic Resource Development Plan.

**Primary Duties:**

Overall requirements of the candidate are to assess the viability of resource development opportunities available to the Fort Peck Indian Tribes. With regard to resource development proposals and opportunities, Individual must demonstrate the capability to:

- Analyze economic and technical content;
- Ensure applicability and sensitivity to Tribal objectives; and
- Carry forward the directives of the Tribes to an acceptable conclusion.

The successful candidate will manage an initial office staff of 2 employees: one Administrative Assistant and one Analyst. Further staff requirements are determined by the expansion of activities under the purview of the Tribal Energy Office.

The position will require interaction with Tribal Leadership, Tribal Community and Industry alike on a near-daily basis regarding existing and potential resource development concerns.

**Administrative Duties:**

Incumbent is responsible for ensuring the timely performance of amount and quality of work, reviews work products of subordinates and accept, amends or rejects work. Evaluates performance of subordinates, delegate's authority to employees and holds them responsible for the operations in their respective specialization.

Responsible for the management of the program's budget, provides narrative and fiscal reports on a quarterly basis to the Tribal Executive Board.

Incumbent is responsible for compliance to Tribal and Federal Requirements pertinent to the activities of the Tribal Energy Office.

Responsible for coordinating public and private forums to utilize the input received from community members of the Fort Peck Indian Reservation, in the current and continued development of Tribal energy resources.

Recommends and coordinates with the Tribal Executive Board on potential resource opportunities.

Plans, corresponds and participates in all meetings, as required, with stakeholders to insure adequate progress is realized towards development goals and objectives.

**Knowledge Required by the Position:**

Knowledge of the goals and objectives of the Tribe-formulated Strategic Resource Development Plan; and of the Tribe owned and governed Energy Resource content.

Knowledge of the organizational, administrative and accounting structure of the Fort Peck Tribal government, in order to develop an annual program budget and track both expenditures and revenues.

Effective and formal communication skills, both spoken and written.

Functional knowledge of the energy resource industry, including:

- Resource development project components
- Technical requirements for resource development, management and operation
- Elements of industry; i.e.

Electric Power, Fossil Fuels, Renewable Resources, Regulatory, Efficiency, Public vs. Private vs. Tribal Ownership, Utility Operations

- Methods and Practices
- Competitive Marketplace Dynamics

Knowledge of and skill in the application of standard contracting procedures and regulations.

**Supervisory Controls:**

The incumbent is administratively supervised by the Office of the Tribal Chairman. The Tribal Executive Board and Board of Commissioners establish the overall objectives and resources available. The employee may consult with these two entities in order to develop deadlines, projects and the work that needs to be done based on the needs of the communities. The employee is responsible for independently planning and carrying out all work assignments and coordinating the work with other tribal and federal programs.

The incumbent also keeps the Tribal Chairman and the Tribal Executive Board informed of progress or potentially controversial matters. .

**Guidelines:**

Primary direction will consist of the Tribe-formulated Strategic Resource Development Plan, the Office Director has responsibility for all energy resource-related activities described by the Plan, including activities amended to the Plan both in and outside the Tribal Energy Office.

Further direction consists of adherence to pertinent Federal and Tribal policies on the accounting standards and programmatic requirements in order for the project to be in compliance.

Other guidelines include the Tribal Personnel Policies and Procedures and the Tribal Administrative Policies.

The incumbent must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.

**Complexity:**

Incumbent assures the effective management and supervision of the Tribal Energy Office to accomplish the goals of, and successfully implement the Strategic Resource Development Plan to the extent that the Fort Peck Indian Tribes' energy resource base provides a sustainable economic and social benefit to the Tribal Community.

Moreover, given the varied nature of the Tribe's resources the ability to coordinate multiple tasks is an essential responsibility of this Position.

Decisions regarding what needs to be done include major areas of uncertainty in approach, interpretation and evaluation process that result from such elements as continuing changes in the program, technological developments and conflicting requirements.

**Scope and Effect:**

Overall, the Mission for the Tribal Energy Office is to devise and implement a Strategic Energy Plan for Tribal Resource Development. In due course, the activities of the Office will promote economic expansion on the Fort Peck Indian Reservation resulting in:

- Job Creation
- Multiple revenue streams
- Capital accumulation
- Fiscal / Fiduciary responsibility

Notwithstanding, the Office will abide by existing legal and regulatory requirements as set forth by the Tribes' governing body. Fulfilling the objectives of the Office may require additional rulemaking for those instances or activities of the Office that are outside the framework of Tribe code.

**Personal Contacts:**

Contacts include the Tribal Executive Board, representatives of various government agencies, Tribal employees, industry representatives, academic community, vendors, contractors and the general public.

**Purpose of Contacts:**

Primary purpose is to establish Tribal stakeholder awareness of the fundamental purpose and objective of the Tribal Energy Office. Additional interaction will entail efforts to justify, defend, negotiate and settle relative issues of significance or concern to the Tribe.

The position involves active participation in conferences, meetings, hearings and presentations involving the activities or status of the Office.

**Physical Demands:**

The work is considered high-pace. The position requires on-going interaction both in and out of an office setting. Individual should project an energetic and professional manner; reflecting the importance of the Office responsibilities. There will be walking, standing, bending, carrying light items, driving an automobile and the physical requirements for travel.

**Work Environment:**

The environment involves everyday risks and discomforts that require normal safety precautions typical of places such as an office, meeting room, and commercial vehicles. The work area is adequately lighted, ventilated and heated.

## ATTACHMENT III

### **SUMMARY ECONOMIC ASSESSMENT Task Outline for Strategic Energy Development**

#### **FORT PECK INDIAN TRIBES - ASSINIBOINE & SIOUX -**

##### **IN-PLACE RESOURCES**

- Coal; Coal Bed Methane
- Oil; Conventional Methane
- Water
- Wind
- Sun

##### **RESOURCE REVENUE POTENTIAL**

- Access to Market
- Tribal Utility Development
- Existing Infrastructure
  - Electric
    - Regional Generation
      - G&T / Federal
      - Investor Owned
      - Production
    - Transmission Access
      - Major Substations
      - Transmission & Markets
    - Distribution
      - Electric Cooperatives
      - Tribal Loads & Projections
    - Local & Regional Markets
  - Oil & Gas
    - Interstate Pipelines
    - LDC Potential
    - Local : Regional Markets
  - Renewable
    - Define Market
      - Community, Local, Regional, X-Grid Swap
      - Specialized, Incentivized
    - Market Access
  - Hydro
    - Market Access

**RESOURCE DEVELOPMENT POTENTIAL**

Tribal “Utility Ability”

Resources

Capacity / Capacity Development

Jobs / Skills Development

Quantity / Quality

Energy Resource Sales: 3<sup>rd</sup> Party

Revenues

Capacity / Capacity Development

Jobs / Skills Development

Quantity / Quality

**OVERVIEW OF TRIBAL BENEFIT**