



United States Department of the Interior

OFFICE OF THE SPECIAL TRUSTEE FOR AMERICAN INDIANS

Washington, D.C. 20240

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To: AS-IA, BIA and OST Employees

From: Assistant Secretary – Indian Affairs
Special Trustee for American Indians 

Subject: Implementation of Final "To-Be" Trust Business Model

We are pleased to announce that Secretary Norton recently approved the final version of the "To-Be" Trust Business Model (with the exception of the processes relating to direct pay for individuals that continue to be studied). With the Secretary's support for the reengineered Indian trust business processes described in the document, nationwide implementation will begin and the model soon will be a reality. We know we can count on all Indian Affairs and OST employees to do their part to support this initiative.

The "To-Be" Trust Business Model represents a reengineering of trust business processes, consistent with the Department's Comprehensive Trust Management Plan for trust reform. The five major trust business processes described in the "To-Be" Model identify how the future trust administration will operate. When implemented, the "To-Be" Model will transform the current fiduciary trust operations into more efficient, consistent, integrated and fiscally responsible processes that better meet the needs and priorities of the beneficiaries.

Teams and project leaders have been established to implement the "To-Be" Model in phases. Projects for the initial phase are:

- **Beneficiary Services.** Beneficiaries will have the ability to access information regarding their trust assets via a primary point of contact in field locations or a nationwide call center.
- **Survey Services.** Cadastral Surveyors will be located in or near BIA Regional Offices and a Certified Federal Surveyor program will be developed to reduce the time and expense to acquire federally approved surveys.
- **Title Integration and Standardization.** Accurate and timely ownership information will be available via a nationwide title system to support trust transactions.
- **Probate Standardization.** A single Adjudication Office for Indian probates will consolidate and expedite the adjudication and hearing process.
- **Receipt of Funds.** Trust funds will be processed utilizing a commercial lockbox operation to increase security and efficiency.
- **Conveyance Standardization.** Automated applications will standardize and streamline procedures to ensure timely transfer of trust asset ownership.
- **Valuation.** Mineral valuations will be managed by the National Business Center, Office of Appraisal Services and the use of automated valuation methodologies will result in expedited trust transactions.
- **Land Use Contracting.** Lease forms will be automated and standardized to streamline the leasing process, improving contract administration.

The "To-Be" Model represents the efforts of a number of BIA, OST, MMS, BLM, OHA and SOL employees, as well as tribal leaders and their representatives, who have worked tirelessly to develop these new processes. The support of Departmental and tribal employees is essential to ensuring the success of these new business processes. We expect each of you to demonstrate your commitment to this historic endeavor to provide improved services to beneficiaries.

cc: Solicitor
Director, Office of Hearings and Appeals
Assistant Secretary – Land and Minerals Management