



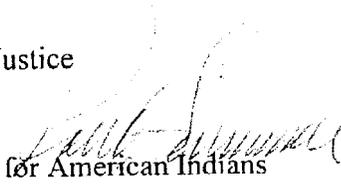
United States Department of the Interior
Office of the Special Trustee for American Indians
Washington, D.C. 20240



March 1, 2005

Memorandum

To: Chris Kohn
Department of Justice

From: Ross Swimmer 
Special Trustee for American Indians

Subject: To-Be and Fiduciary Trust Model

Attached you will find the Fiduciary Trust Model (FTM) which is a compilation of trust reform activities that are being implemented as a result of the findings of the "As-Is" study done during CY 2003 and the "To-Be" Model developed during CY 2004. The "To-Be" Model has previously been provided to your office on a CD Rom Disk. It contains approximately 1,000 pages of detailed information which led to Secretarial approval and is now referred to as the FTM.

The "As-Is" study done during CY 2003 was the result of numerous meetings held throughout Indian country. Attendees included Department of the Interior personnel from different agencies including Bureau of Indian Affairs, Office of the Special Trustee for American Indians, Bureau of Land Management, Minerals Management Service and Office of Hearing and Appeals. Personnel from these offices were from all levels of their organizations, and involved in the administration of the fiduciary trust. In addition, tribes were represented by individuals selected by Tribal leadership during a previous consultation process. The purpose of the "As-Is" study and outcome was to document how fiduciary trust business processes were being conducted and, in particular, the effectiveness of these processes. This work was completed during CY 2003.

Following the development of the "As-Is" study, similar groups were called together to suggest ideas on how the fiduciary trust business processes should be structured to provide the best delivery of trust services. This process was called the "To-Be" effort and resulted in the "To-Be" Model. The "To-Be" Model contains a very detailed analysis of each business process, various options for proposed changes and recommendation for implementation of a particular option. The "To-Be" Model was then referred to the various stakeholders for comment and recommendation for improving the business processes and whether to accept or modify the recommendation. Final decisions on all business processes were made during the last quarter of CY 2004 and the "To-Be" Model then became the FTM.

The FTM is a business process redesign activity and documents the flow of trust business processes for five major business processes: Beneficiary Relationship Development & Management; Financial Operations; Ownership; Land and Natural Resources Planning; and Land and Natural Resources Use and Management. Implementation of the FTM will complete the trust reform initiative of the Department, and ensure that the Department is meeting its statutory trust obligations to beneficiaries.

Due to the highly fractionated nature of the trust land, it is essential that revised business processes are effective and efficient. To achieve this they must work in tandem with the development of information technology applications and systems. Reconnection to the Internet is also a requirement to achieve the productivity necessary to perform many of the processes.

Implementation of the FTM is expected to occur over a period of several years. An implementation strategy has been developed and is being followed. It is expected that most business processes will be introduced at the local level. Two pilot agencies of the BIA, Anadarko and Concho have been chosen as the lead for deploying and testing the new business processes and other locations will soon follow.

Attachment