



Trust Matters

Draft “To-Be” Model Completed

On September 30, 2003, the draft “To-Be” reengineered trust business model was completed. The draft model details recommended new processes for functions relating to five categories of “core business processes” including:

1. Beneficiary Relationship Development and Management,
2. Financial Operations,
3. Ownership,
4. Land and Natural Resources Planning, and
5. Land and Natural Resources Use and Management.

This draft model includes detailed process flow diagrams for more than 130 sub-processes, and a comparative analysis of

This initial model now will be presented to beneficiaries and stakeholders through a series of site visits scheduled this winter. During these visits, comments are requested on the feasibility of the model and on potential enhancements and improvements to it.

In addition, the draft model will be reviewed by a private sector trust company to ensure it meets appropriate fiduciary requirements.

This initial model is the result of significant collaboration over the last several months with DOI trust-related and tribal personnel, and represents a major milestone in trust reform.

“To-Be” Model Regional Site Visit Schedule

December 2 -4: Oklahoma City, OK
(Eastern Oklahoma, Southern Plains and Eastern Regions)

December 9-11: Portland, OR
(Northwest, Pacific and Alaska Regions)

December 16-18: Minneapolis, MN
(Midwest, Great Plains and Rocky Mountain Regions)

January 13-15: Rapid City, S.D.
(Open session)

the current, “As-Is” business process to the new recommendation.

OST Attends NCAI 60th Annual Convention

During the week of November 17-21, 2003, OST attended the 60th Annual Convention of the National Congress of American Indians in Albuquerque, NM. Entitled “Sovereign Nations, One Enduring Voice,” the convention was attended by an estimated 3,000-4,000 tribal leaders and their representatives.

One of the specialized breakout sessions held featured “A Dialogue with the Special Trustee for American Indians.” Special Trustee Ross Swimmer participated on a panel to discuss the delivery of Indian fiduciary trust responsibilities in Indian Country.

OST also staffed a booth in the conference

exhibition area throughout the week, where participants mingled and learned about current trust reform activities. General information on the responsibilities of OST, as well information on specific projects including the “To-Be” model, appraisal consultation sessions and locating whereabouts unknown account holders, was provided.

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A copy of the draft “To-Be” model and the schedule of regional meetings are available on the OST web site at www.ost.doi.gov

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Appraisal Tribal Consultations Conducted

On September 24, 2003, and October 28, 2003, OST held tribal consultation meetings to discuss the impact of OST's potential participation in the Department of the Interior initiative to consolidate all bureau and office real estate appraisal activities into a single office. Notice of the consultation sessions was first published in the *Federal Register* on September 17, 2003, and comments were ac-

cepted through December 1, 2003.

Secretary Norton first announced her intent to consolidate the various real estate appraisal offices on June 19, 2003, in an effort to achieve significant reform of the appraisal function. This initiative responds to long-standing concerns regarding appraisals that have been documented in a variety of reports issued over several decades by the Department's Inspector General, the General Accounting Office and The Appraisal Foundation.

A centralized Departmental appraisal organization would allow for unified lines of supervision to assure appraiser independence and unbiased valuation services, and to ensure public confidence in the Department's handling and valuation of land transactions.

Issues unique to the appraisal of Indian trust assets as conducted by OST's Office of Appraisal Services require special consideration. These issues include self-governance and self-determination compacts and contracts, future funding mechanisms, the applicability of Indian preference to appraisal positions, and the process for the prioritization of appraisal requests. These issues now are under consideration by OST.

Appraisal Foundation Report Released

On August 29, 2003, The Appraisal Foundation released its final report on the evaluation of the OST Office of Appraisal Services (OAS). The review found the degree of appraisal independence within OAS to be "very good," and the organization, policies and procedures, overall efficiency and staff credentials and expertise of OAS to be "generally good."

The specific findings and recommendations are included in the report. Copies of the report can be obtained by calling OST at 202-208-4866.

Fiduciary Overview Courses Offered this Winter

The five-day Fiduciary Overview Program training course, presented by the Cannon Financial Institute, will be offered several times this winter. The course is open to Agency and Deputy Agency Superintendents, Trust Officers, Trust Administrators and OST, BIA and Tribal Senior Management. Other employees must seek approval from their supervisor and the OST training staff to attend.

There is no course registration cost. Participants only pay travel and per

diem to attend. For additional information or to register for courses, please contact Kimberly Belone at (505) 816-1063.

Fiduciary Overview Course Schedule

December 8-12: Phoenix, AZ
February 9-13: Sacramento, CA

Note from the Special Trustee

I am pleased to announce that the reorganization of the Office of the Special Trustee for American Indians is almost complete. The first two pilot agencies in OK, Anadarko and Concho, have new Deputy Superintendents for Trust and new Trust Officers in place. The folks at these two agencies are changing the way the fiduciary trust is managed at Interior to bring Interior into compliance with its fiduciary trust duties and to better serve the beneficiaries. In addition to completing the new organization, OST is completing the "To-Be" Model with the help of the BIA, other DOI bureaus and offices, and tribal personnel, and will soon be able to offer new and exciting opportunities to beneficiaries for first-class trust services. The dedication, hardwork and sensitivity of OST employees cannot be matched, and it is truly a pleasure to work with everyone during this exciting time.

Interagency Handbook Training Completed

The final regional training sessions on the OST/BIA Interagency Procedures Handbook were completed this summer. This brings the total number of DOI trust-related and Tribal trust reform staff who completed this training to over 1,360.

This successful training effort was conducted over a two year period, and involved two-day classroom training sessions in every BIA region.

Thanks to all participants.

New Fiduciary Trust Officers Join OST

OST is pleased to announce the appointment of the first Fiduciary Trust Officers at the two pilot sites in accordance with the BIA and OST reorganization.

Starting on October 20, 2003, Mr. Terrence Bruner began service as the Trust Officer at the Anadarko Agency, and on November 3, 2003, Mr. Henry Ware began as the Trust Officer at the Concho Agency.

Mr. Bruner and Mr. Ware both come to OST with impressive backgrounds, knowledge and experience with the Department's fiduciary trust responsibility. Mr. Bruner most recently served as the BIA Tribal Government Services Officer at the Anadarko Agency, and Mr. Ware has served in the private sector for the last fourteen years as an attorney practicing federal Indian law and representing clients in fiduciary trust matters.

Both Trust Officers will work closely

OST Implements ABC/M

Effective October 6, 2003, OST began the implementation of the Administration's Activity Based Cost Management (ABC/M) initiative. The ABC/M is a management tool used to capture cost information associated with the work performed by OST employees who are providing important services and products to customers. Information identified through ABC/M will be used to develop and justify future budget requests, identify personnel needs, increase efficiency and improve business processes. If employees have questions, contact Angela Herring at (202) 208-4866.

and cooperatively with the new BIA Agency Deputy Superintendents for Trust at these locations. Last September, Ms. Robin Phillips began as Deputy Superintendent for Trust at the Anadarko Agency and Mr. Scott McCorkle became the new Deputy Superintendent for Trust at the Concho Agency. The Trust Officers will work with the BIA, tribes and beneficiaries to ensure that trust assets are managed prudently for the benefit of the beneficiaries, and to provide technical advice and expertise in areas that include complex trust transactions or where a conflict of interest may exist. Trust Officers also will serve as the primary contact for beneficiaries with questions about the management of their trust assets.

OST has initiated recruitment activity for Fiduciary Trust Officers at the Pima, Palm Springs and Pine Ridge Agencies, and will begin recruitment at the Eastern Navajo Agency Office in the near future.

OST Attends Self-Governance Conference

On October 7, 2003, several OST employees had the opportunity to attend and participate in the fall Tribal Self-Governance Conference in Palm Springs, CA.

Principal Deputy Special Trustee Donna Erwin appeared on a panel discussion with BIA and tribal representatives to present information on a range of trust reform issues. Ms. Erwin provided a presentation on the status of the implementation of the OST reorganization, and discussed the progress and current status of the "To -Be" reengineering effort to redesign and develop standardized fiduciary trust business processes.

Mr. Gabriel Sneezy, Acting Director of the Office of Appraisal Services, also led a discussion on the current appraisal process. Mr. Sneezy discussed the transfer of the appraisal office from the BIA to OST in 2000, and provided information on the technical aspects of the appraisal process, from processing appraisal requests to the review of final reports.

Albuquerque OST Office on the Move

During early October 2003, the Albuquerque OST offices moved to a new location. With the exception of the Office of Trust Records and the field operations staff for the Southwest Region, all OST Albuquerque employees are now consolidated into a single building.

This move will allow for increased coordination and communication among employees who previously were located in offices on nine different floors of the

Compass Bank building and elsewhere in the Albuquerque metropolitan area. Improved coordination

among and between offices, and an increased level of efficiency should result from the move.

Office and individual phone numbers have not changed

and will remain the same at the new location:

**4400 Masthead Street, NE.
Albuquerque, NM 87109**



We're Back!

After a long hiatus, OST is reinstating its quarterly newsletter. This newsletter will provide information on trust reform activities including the "To-Be" reengineering effort and the progress of the OST reorganization. Copies of the newsletter will be made available to OST employees, tribes, individual beneficiaries and other interested parties through OST offices. The newsletter is produced by the OST Office of External Affairs staff in Albuquerque, NM and Washington, D.C. If you have any comments or questions about the newsletter, or ideas for future information or articles to include, please contact Pat Gerard at (505) 816-1313 or Carrie Moore at (202) 208-4866.

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OST Advisory Board Update

OST is in the process of selecting members for its Special Trustee Advisory Board. The Advisory Board was authorized by the American Indian Trust Fund Management Reform Act of 1994 and is composed of nine individuals including trust experts and individuals who represent account holders and tribal interests. The Special Trustee is in the final stages of selecting the membership for the 2003-2004 Advisory Board. When a selection is made, an announcement will be prepared, and included in this newsletter.

American Indian Records Repository Agreement Established

On September 12, 2003, a Memorandum of Understanding (MOU) was signed between the Department of the Interior and the National Archives and Records Administration (NARA) to establish an American Indian Records Repository, located at NARA's regional records services facility in Lenexa, KS. The MOU ensures that the highest standards will be observed in the preservation and protection of American Indian records, including fiduciary trust re-

ords.

The MOU also creates a new archival and records management studies program at Haskell Indian Nations University in Lawrence, KS. This program will be developed jointly by the Department, NARA and Haskell, and will establish a skilled workforce to support the ongoing and future management of federal American Indian records. It also will help support the management of American Indian records to be

stored at the Lenexa facility. Courses are expected to begin being offered to Haskell students in the fall of 2004.

Secretary Norton hailed the MOU, stating "our joint partnership with Haskell Indian Nations University will also result in a highly-trained, Native American workforce that will help protect these records for future generations."