



U.S. Department of the Interior
"To-Be" Trust Business Model
Process Template

Title: Request Resources <i>Identify the process in the "Verb Noun" format. (Ex: Maintain Ownership)</i>	Process Number ___ P.2.1.1 ___
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1. Process Definition *Provide an overview of the process and define its starting and ending points*

1.1 Starts With	Determine the purpose of the plan.
1.2 Process Overview	<p>DOI emphasizes that the optimal approach to plan development is that the project be initiated and led by the beneficiary. However, if the beneficiary does not undertake a planning project, DOI will initiate, especially if there is a benefit to expeditious leasing and permitting of the land and natural resources encompassed in the proposed plan.</p> <p>When DOI initiates a wide-area planning project, the amount of time that the plan will remain in affect is determined. The Staff Planner builds a planning team including beneficiary representatives and land and natural resource subject matter experts. The necessary funding required to complete the plan is also requested. When the resources are committed, the work plan and schedule may be adjusted to better reflect the scope of work that can be accomplished.</p>
1.3 Stops With	The necessary resources (people and budget) are committed to the planning project.

2. Trust Business Objectives *Identify the Comprehensive Trust Model strategic goals and business objectives to which this process contributes.*

Goal/Objective
Goal 2: Tribal self-governance and self-determination that increase participation in managing assets

3. How should Beneficiaries be involved in this process?

Beneficiary Involvement
Beneficiary representatives may be asked to serve on the planning team. The beneficiary provides significant input on the plan purpose.



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4. Organizations, Offices and Roles. *Identify the DOI organizations and related roles that should be involved in performing the process.*

4.1 DOI Organizations. *Identify the DOI organizations, offices and individual roles that contribute to this process. DOI organizations include the Office of the Secretary, BIA, OST, BLM, MMS, OHA, OSM among others. Offices include Central Offices, Regional Offices, Agency(Field) Offices, etc. All individual roles that contribute, in a significant manner, should be identified.*

Organization	Office	Role	Contribution
Tribes	Tribal Office		Contract or compact the planning function. Serve on the planning team. May share budget expense.
BIA	Regional Office Agency/Field Office		Assemble planning resources. Request the budget.
BIA	Regional Office		Commit funds to the project.
Fish & Wildlife Services	State Office		Serve as a planning team subject matter expert.
National Park Service	Regional Office		Serve as a planning team subject matter expert.
BIA	Regional Office Agency/Field Office		Serve as a planning team subject matter expert.
BLM	State Office		Serve as a planning team subject matter expert.
BIA Div. of Energy and Mineral Resources	Central Office		Serve as a planning team subject matter expert.
BIA Roads	Region		Serve as a planning team subject matter expert.
BIA Office of Economic Development	Region		Serve as a planning team subject matter expert.



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Organization	Office	Role	Contribution
DOI National Business Center	Office of Appraisal Services		Serve as a planning team subject matter expert in land and natural resources valuation.
Office of Surface Mining	Regional Office		Serve as a planning team subject matter expert in coal reclamation and environmental mitigation.
Bureau of Reclamation	State Office		Serve as a planning team subject matter expert.
Minerals Management Service	Denver Office		Serve as a planning team subject matter expert.

4.2 External Organizations. *Identify the non-DOI organizations that support the execution or control of this process.*

External Organization	Contribution
Army Corp of Engineers	Identify areas within the plan's boundaries that will require 404 (jurisdictional waters) and 401 (water quality) clearances.
State Historic Preservation	Identify areas of historic significance within the plan's boundaries.
Indian Health Services	Perform percolation tests.



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External Organization	Contribution
Any governmental agency designed to coordinate with individual Indians or Tribes, such as HUD USDA Farm Services Agency VA SBA State school and public land departments State oil, gas and mining departments State environmental quality departments County zoning and planning departments USDA Forest Service (grasslands and forests) USDA Natural Resource Conservation Service (soil and vegetation surveys, range inventories) Federal, state and Tribal transportation departments FEMA OHA (probate plan) FCC (telecommunications plan)	Serve as a planning team subject matter expert and may provide some project cost sharing.
Subject matter consultants or contractors	If required expertise is not available, pieces or all of the wide-area planning function could be contracted, for example, to a university.

5. Event(s) *Identify the events or conditions that start the process. Describe each event and indicate the frequency (daily, monthly, quarterly, etc.) in which each event is expected to occur. An event may be an external interaction (a beneficiary submits an application), the expiration of a period of time (a lease is due to expire in 90 days), or the realization of some pre-defined threshold (an IIM account reaches the automatic disbursement threshold).*

Event	Description	Estimated Frequency
A wide-area plan is due to expire.	A range market study is usually reviewed after 5 years and a forest management plan expires after 10 years.	



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Event	Description	Estimated Frequency
A beneficiary has not initiated a wide-area planning project.	A plan may be required by law or DOI determines a wide-area plan would aid with land and natural resource use contracts.	
The cumulative results of land and natural resources uses are inconsistent with the plan.		
An acquisition, disposal or change in use of the land and/or natural resources is anticipated or has occurred.		
An existing plan no longer complies with legal requirements or the beneficiary's intention.		

6. Inputs and Outputs. *Identify and describe all inputs and outputs related to this process. Inputs are information or materials used during the execution of the process; outputs are materials or information produced by the process.*

6.1 Inputs

Input	Description
Valuation method to be employed	Planner determines appropriate methods to be used. May be combination of valuations dependent on use.
Plan scope	A beneficiary often provides the purpose of the plan.
Cost estimates	Budget justifications and proposed budget.



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6.2 Outputs

Output	Description
Planning Team	Subject matter experts identified for project.
Planning Team Budget	Costs and timelines established.

7. Fiduciary and Legal Obligations and Controls

7.1 Obligations

Identify and describe the legal and fiduciary obligations that impact this process. For each obligation, indicate the document or commitment that defines the obligation and the citation (paragraph or section) within the document that pertains to this process.

Obligation	Source	Business Impact
See Schedule 1 Attached		

7.2 Controls

Identify and describe any controls (enforcement mechanisms) that may be used to ensure that the process adheres to obligations and internal process requirements. Controls may be reviews, audits, segregated duties, etc. Indicate the reason that each control should be introduced (name the obligation that a control is intended to enforce; indicate any controls required to ensure consistency or reliability).

Control	Reason	Description
Budget and staff requests are prepared by the Staff Planner and approved by DOI line officials.	Ensure consistency.	

8. Mechanisms (Systems of Record)

Identify the mechanisms, or systems, that are needed to support the process (ex: Ownership, Leasing, Workflow Management, Office Filing System, etc.). Indicate the information and activities, relevant to this process, that each system supports.

System Name	Support
Skills inventory	Personnel data including staff competencies, location and availability to help establish a planning team with the appropriate expertise.



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9. Inter-Process Relationships *Identify other trust processes that are related to this process (either predecessors or successors). If applicable, indicate the condition under which the processes are related.*

9.1 Predecessors. *Predecessors are processes that either produce information required by this process or that result in the need to execute this process.*

Process No.	Name	Condition of Relationship
B.6.2.2	BRDM: Beneficiary Involvement in Planning	Solicit beneficiary representatives to serve on the planning team.
UM.3.4	LNRUM: Provide Land Use Technical Assistance	Provide subject matter experts to serve on the planning team.
P.1.1	Determine Appropriate Valuation Method	In order to set the budget for the planning project, the scope of the valuation to be completed must be considered.
P.2.1.2	Develop and Maintain the Project Plan & Schedule	Synchronize the budget and personnel requested with the project plan and schedule.
P.4	Evaluate an Existing Plan	Determine costs, time, and budget necessary to re-establish the viability of an expiring plan, or actions resulting from variance.

9.2 Successors. *Successors are processes that either use information produced by this process or that must be executed as a result of performing this process.*

Process No.	Name	Condition of Relationship
P.2.1.2	Develop and Maintain the Project Plan & Schedule	Synchronize the budget and personnel requested with the project plan and schedule.

10. Comments *Summarize any discussion, problems, issues or recommendations that should be considered when reviewing process performance. Category Values (Note, Best Practice, Decision, Problem, Issue, Recommendation)*

Category	Comment
Recommendation	BIA "staff planners/coordinators" should be assigned to regional, agency, field and/or area offices (for example, in Navajo or Yakima) as necessary to complete wide-area plans required by treaty or law. Currently, plans are developed by staff as a collateral duty. These staff planners would coordinate activities and approvals required to complete DOI-developed plans and secure the appropriate technical assistance as requested for beneficiary-developed plans. Ideally, the staff planner(s) would be permanent positions; however, an



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Category	Comment
	<p>assignment to the "centralized" planning staff could be temporary duty, in 12-month segments, for selected field subject matter experts.</p> <p>Staff Planner Competencies and Skills</p> <ul style="list-style-type: none">▪ Planning skills▪ Good communicator▪ Strategic thinker▪ Knowledgeable about the unique characteristics of Indian Country▪ Consultant and advisor▪ Project management skills▪ Attention to detail▪ Team builder▪ Technical writing and editing skills▪ Multi-lingual, a plus▪ Organization skills▪ Facilitation skills▪ Able to understand and interpret beneficiaries' concerns and requirements▪ Access to subject matter expertise▪ Familiarity with trust management▪ Budget formulation and management